

Nunavut

UNTAMED ★ UNSPOILED ★ UNDISCOVERED

CANADA'S ARCTIC



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Nunavut Tourism
Nunavumi Pulaakataligiyyit
Tourisme Nunavut

2012-13

Annual Report

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Message from the Chair



I cannot say what a pleasure it has been to serve as Chair of the Nunavut Tourism Board. I have been a Board member for 12 years, this being my first as Chair. I had some big shoes to fill, taking over for Betty Ann Eaton after 11 years, five of those as Chair.

Nunavut Tourism has accomplished a lot in the last few years, this year being exceptional. The volunteer Board of Nunavut Tourism has a depth of knowledge and experience that is unsurpassed. This, combined with a dedicated, hard-working staff make the organization successful.

Nunavut Tourism is committed to building a strong, sustainable tourism sector in Nunavut. We are committed to working with our members to see them succeed and grow Nunavut into a world-class tourism destination.

Everything we do is possible because of our funding partners and their generous support. Their continued support and confidence in Nunavut Tourism allows us the opportunity to do what we do. The Government of Nunavut Department of Economic Development and Transportation is a core funder, with CanNor providing significant support for our projects. The Department of Environment, Fisheries and Sealing division and the Department of Culture and Heritage have also been very supportive. Our members see the value in what we are doing and support media FAM trips and new initiatives like our co-op advertising campaign.

A draft of a new tourism strategy was delivered to the Government of Nunavut in December. The process to get to this point had been long and had a couple of bumps along the way, but the document delivered is something that will serve the tourism industry well and serve as a map for the next five years. Complete with an action plan that identifies who is to do what, when things are to happen and where the funding for items is likely to come from, the strategy is a real plan that will be implemented, not just sit on a shelf. The Nunavut Tourism Board of Directors and senior staff met in March to develop our own detailed plan of what Nunavut Tourism needs to do by quarter to implement this strategy over the next five years.

Our annual audit this year went exceptionally well. Because of the new measures put in place by staff, Nunavut Tourism had no management letter (things we need to fix) with its audit. This is a major accomplishment and needs to be recognized. Congratulations to Nunavut Tourism staff.

I am very proud to be part of Nunavut Tourism. We have accomplished so much in the last few years and I am happy to say the industry sees a bright, positive future. A dedicated and very capable Board and staff work together to serve our members and grow tourism in Nunavut.

We have done a lot in the past year and with the new tourism strategy have laid the cornerstone to build a strong, sustainable tourism industry. I am very proud to be a part of the work that has been done.

A handwritten signature in black ink that reads "mgHart". The signature is written in a cursive, slightly slanted style.

Michael Hart

Chairperson, Nunavut Tourism Board of Directors

CEO's Report



The last year has been so busy, it has passed in the blink of an eye! We have accomplished a lot and have the tourism industry in Nunavut in a better place than it has been in years.

Everything Nunavut Tourism accomplishes would not be possible without its dedicated volunteer Board and amazing staff. Nunavut Tourism is very lucky to have a Board of Directors made up of extraordinary individuals in the tourism industry who show dedication attending regular meetings, sit on committees and twice a year attend in-person meetings. And please remember, this is a voluntary Board – they receive no compensation for doing this. Nunavut Tourism's staff is very special. They are amazing

individuals and come together to work as a team that can do anything put before them. The Board and staff make my job much easier and a lot of fun.

Over the last year we have done a lot! Some of the highlights of the past year include:

- We now have over 120 members and continue to grow every month!
- Our relationships are strong with our funding partners, members, community organizations and other key groups
- A draft of a new tourism strategy for Nunavut went to the Government of Nunavut in December 2012. This strategy was worked on by a group of key stakeholders including the GN Department of Economic Development and Transportation (ED&T), Department of Environment (Territorial Parks and Special Places), Nunavut Tunngavik, the Canadian Northern Economic Development Agency (CanNor), Parks Canada and Nunavut Tourism. The strategy includes an action plan that identifies who is to do what, when things are to happen and where the funding for items is likely to come from.
- Nunavut Tourism has developed its own comprehensive implementation plan for this strategy. This plan covers what NT will do quarter by quarter for the next five years. We are committed to working hard to make this strategy successful, and grow a strong, sustainable tourism industry in Nunavut.
- We attended a number of Canadian Tourism Commission (CTC) events to promote Nunavut to domestic and international media and tour operators. Nunavut had full schedules at Rendez-vous Canada showing high interest in the territory and what we have to offer. Appendix I shows a list of appointments from Rendez-vous Canada 2012. Nunavut Tourism attends CTC events to network and learn from our counterparts across the country and to ensure our voice is heard at the national level.
- We hosted 10 FAM trips this year covering a range of publications, both domestic and foreign.
- For the first time since April 1, 1999, a live television broadcast took place in Nunavut when CTV's *Canada AM* broadcasted from Iqaluit July 9th & 10th. This was a major undertaking and saw Nunavut go live to over two million viewers a day! This would not have been possible without the generous support of our funding partners, particularly ED&T and our members.
- Nunavut Tourism staff attended the Nunavut, Kitikmeot and Kivalliq trade shows, the All Canada Show in Chicago as well as the Outdoor Adventure Show in Toronto.
- Nunavut Tourism hosted a media dinner in Toronto at the same time as the Outdoor Adventure Show. This was our second year doing this and the response was outstanding. Senior staff of major media outlets attended and great connections were made. A highlight of the evening was an appearance by Charly the Char, Nunavut's sport fishing mascot. Two FAMs resulted from this dinner for the summer of 2013, with plans for another in 2014 working with an international fishing show.

- To reach key audiences (those interested in Nunavut, high income, high level of education), NT delivered a presentation at the Rideau Club in Ottawa, which was very successful. This is an activity that will be pursued again next year.
- This year, Nunavut Tourism staff visited 6 communities in Nunavut (Pangnirtung, Cambridge Bay, Rankin Inlet (twice), Cape Dorset, Coral Harbour and Qikiqtarjuaq. Visits to Taloyoak, Kugaaruk and Sanikiluaq had also been planned, but due to staffing issues, these visits had to be postponed. These trips are very important as we want to hear from our members and encourage more people to get involved in tourism. There is no better way to do this than face to face. These community visits will continue to be an important part of what we do.
- The Pan Territorial Marketing Initiative, led by Nunavut Tourism and funded generously by CanNor, saw a new commercial run on national TV last spring. The commercial was very well received and all three territories experienced positive results. We also did a special promotion with The Weather Network and for one month The Pan Territorial Marketing Consortium presented “Source of Nature” featuring shots from all three territories. This was well received but did not generate the hoped for level of interest.
- Nunavut Tourism worked with the Department of Environment, Parks and Special Places Division to host the Canadian Parks Council and the Canadian Heritage Rivers Board meetings in May. This event saw people from all over the country attend. Those in attendance had a great conference and the event was extremely well received.
- Nunavut Tourism continues its advocacy role on behalf of the industry, addressing issues that matter to the industry. This is a regular and ongoing activity to ensure that the needs of our members are met and the differences of the tourism industry in Nunavut are noted and potentially addressed in territorial and national legislation.
- Our new image bank was launched with nearly 4,000 images better organized and catalogued. This image bank is available to members, stakeholder groups and the media for the promotion of Nunavut. The next phase will see video clips of Nunavut added to the image bank.
- As part of the CTV event in July, our new website was launched on national television with bright yellow Frisbees being thrown to the crowd. This site took a little longer than planned but we did consultation with industry about it along the way to ensure it was what Nunavut wanted and with potential consumers to be sure it would meet their needs as well. Feedback has been very positive and we are continuing to work on Phase Two elements of the site (an improved Members Only section, French site, NT blog and more) which will launch in the fall of 2013.
- In November we launched a new co-op ad campaign for members that will enable participation in national magazines for a very affordable price. The initial buy-in was great and more members have bought in since the first ads appeared. There is a strong desire by members to keep this campaign going.

The above are just some of the highlights, and this is on top of all our regular activities – the regular marketing, working with members, running the visitor centres, and other things Nunavut Tourism does. I am always amazed at how much a small staff of 12 people, including visitor centre staff, can accomplish. They are a very special group and dedicated to this organization and tourism in Nunavut.

We continue to work closely with the Department of Environment, Fisheries and Sealing Division on recreational sport fishing, an area Nunavut Tourism has neglected for a while. With Nunavut Arctic College, we updated the Fishing Guide course, which has not been changed since 1986. We continue this work on fishing with DOE’s support and will continue to work to see this sector of tourism grow. Recreational sport fishing is a growing sector around the world and we want to be sure Nunavut is a well-known hot spot.

With the support of the Department of Culture and Heritage, we have been able to offer exceptional programming at our visitor centres. All three have helped with community events, and Iqaluit and Cambridge Bay have offered additional programming aimed at tourists and bringing the community into the visitor centres. We want people to realize what a resource the visitor centres are so they make sure business visitors and visiting family and friends drop by. Our after school program is very popular and was expanded to cover the winter break period. The Inuit Art Experience program provides visitors an opportunity to interact with artists directly and hear about how they do their work and what inspires them. Guest speakers and movie nights are also popular in both Iqaluit and Cambridge Bay with over 35 people attending most evenings and significantly more for special speakers.

We continue to work with our traditional funding partners and are exploring ways to bring new ones to the table and better serve our members. We respond to members' needs and are currently working to find better ways to insure boat operators and hopefully streamline the legislative process.

Nunavut Tourism members have much to look forward to. We are working to continue adding benefits to help our members thrive. Our commitment is to build the organization, listen to members and help grow the industry. The successful regional roundtables that took place during last year's AGM were a result of your feedback and requests. Workshops by Transport Canada and the CTHRC were held based on concerns from members.

In 2011, we started electronic voting and had a great response (over 50% of members voted in the election for Board members). This year, we refined things and have provided a way for all members to participate with a secret ballot. We have national organizations looking at how we did this so they can do the same and Nunavut Tourism is quite proud to be a leader in this area.

I cannot thank the dedicated staff and volunteer Board enough. They have made a huge difference in this organization and are the reason we can accomplish the things we do.

We have already started to work on things for this coming year and have some significant activities planned. We know we will be able to count on our members when we ask them to get involved in projects because of the results we have achieved in the past.

The future looks very bright. Nunavut Tourism wants to build a strong, sustainable tourism industry in Nunavut. We look forward to an exciting new year and to taking Nunavut from a destination everyone dreams about to one that people can turn into a reality. Tourism has not reached its full potential in Nunavut and it is our goal to help the industry reach that potential by working hard and listening to the industry and our members.



Colleen Dupuis
Chief Executive Officer

Vision

An environmentally responsible and economically viable tourism industry, characterized by professional delivery, and operating in harmony with Nunavut culture and tradition.

Mission

Nunavut Tourism is a not-for-profit membership association which encourages tourism development by providing specialized knowledge and expertise in five key areas: marketing, research, industry development, training, and visitor services.

Nunavut Tourism seeks partnerships with governments, Inuit associations, communities, and tourism operators in order to exploit those tourism opportunities which offer a means of sustainable economic growth, cultural preservation, and social benefits for the people of Nunavut.

Background

Nunavut Tourism was established in 1996 as a non-profit association, incorporated under the NWT Society's Act, and began with one seconded government staff person serving as Executive Director.

The organization's headquarters staff now includes a senior management team of CEO, Finance Manager, and Director of Member & Visitor Services. Other full-time staff includes the Marketing Officer, Project Officer, Research Assistant, Executive Assistant, and Administrative Assistant, along with contract employees hired to work on special projects. Nunavut Tourism also manages the three regional visitor centres in Iqaluit, Rankin Inlet, and Cambridge Bay.

Nunavut Tourism receives its core funding from the Department of Economic Development and Transportation, based upon a Contribution Agreement. Other government departments, both territorial and federal, contribute financial support towards a variety of programs and special projects.

Nunavut Tourism is governed by a Board of Directors who provide their time on a **voluntary** basis.





Marketing & Communications

Introduction

As Destination Marketing Organization for the territory, Nunavut Tourism is responsible for promoting Nunavut as a travel destination, guiding potential travelers to our members' services and encouraging them to visit our communities.

Nunavut Tourism aims to position Nunavut as a one-of-a-kind "bucket list" travel destination to consumers and the travel trade in both domestic and international markets. Our marketing activities include advertising, public and media relations, attendance at media/trade/consumer shows and other industry events, social media, market research and much more.

Through collaboration and partnerships with the private sector, governments and other stakeholders, Nunavut Tourism is also able to participate in bigger projects which further promote Nunavut's wealth of tourism opportunities and encourage tourism as a means of sustainable economic growth, cultural preservation and social benefits for the people of Nunavut.

Website

One of the most significant projects of this past year has been the completion and launch of Phase 1 of Nunavut Tourism's newly redesigned website, www.nunavuttourism.com.

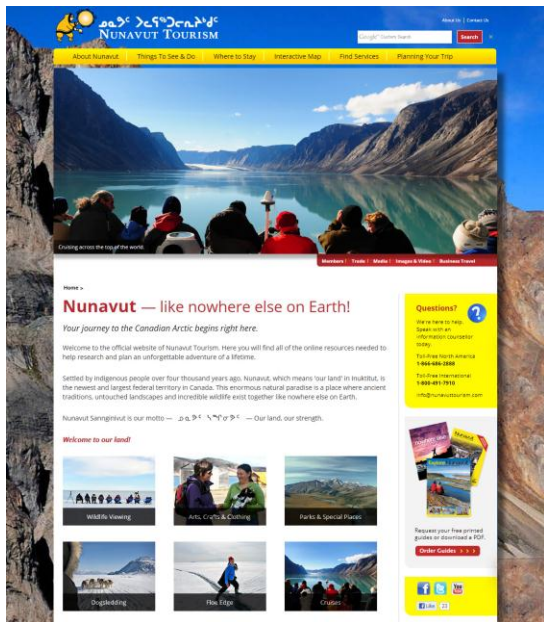
Nunavut Tourism worked closely with Ayaya Marketing & Communications to develop a more attractive, more comprehensive, and more user-friendly website to entice potential tourists to visit Nunavut.

Phase 1 of the new website was launched July 9th, 2012 and was announced live on CTV's *Canada AM* during a special Nunavut Day broadcast from Iqaluit. This was an extremely valuable opportunity to reach viewers on a national level, and resulted in more than quadruple the average number of website hits on July 9th and in the days following the broadcast.

Key features of the new website include:

- **Better User Experience**

The top priority for the new website was to offer a better user experience. This included redesigning the site to be a better reflection of Nunavut Tourism's brand, as well as creating more visual appeal through the heavy use of our media library's most impactful imagery. Secondly, the navigation was restructured to be more intuitive and to make it easier for users to find the information they are looking for. Lastly, the website's content was significantly expanded to make existing sections much more comprehensive, and to add new sections highlighting important practical information about planning and booking a trip to Nunavut.



Nunavuttourism.com's new home page design

- Member Database**
 One of the most useful features of the new website is the “Find Services” tool, which allows users to search through a database of Nunavut Tourism members (both by activity and by community) in order to find the operators and services that suit their interests and meet their needs. Conducting a search results in a list of relevant members including contact information, a short description of the business or service, and a link to the member’s website, if available. This new tool is extremely valuable in connecting potential tourists with the experiences they are seeking, guiding them down the path to purchase, and driving traffic to our members’ websites.
- Interactive Google Map**
 Another important feature of the website is the new Google map, an interactive tool which allows users to familiarize themselves with Nunavut’s geography at a snapshot level or by zooming into an aerial view of each community. Users will be able to explore communities, locate accommodations, find national and territorial parks, as well as heritage rivers.

- User Survey**

Nunavut Tourism will now be able to capture valuable information about website visitors through an optional survey offered when users order guides and maps. The survey gathers details about what users’ interests are, what type of trip they are planning, when they plan to visit and more. The data will then be analyzed in-house by Nunavut Tourism’s Research Assistant and will ultimately be used to improve Nunavut Tourism’s marketing and promotion efforts.

Following the launch of the new website, Nunavut Tourism has been working on Phase 2 of the site, which will include a new and improved ‘Members Only’ section, an online media library, member advertising, as well as a basic French version of the site. These components are expected to roll out in the fall of 2013.

Trade Shows & Other Events

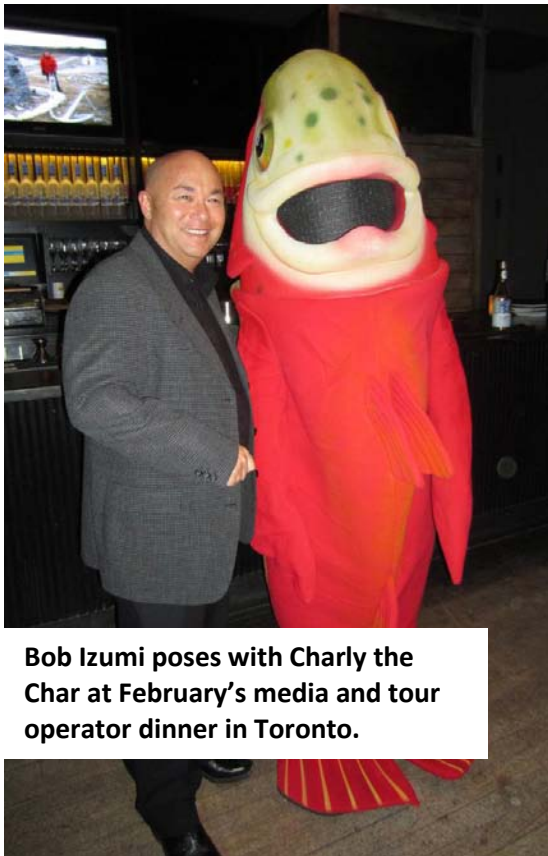
One of Nunavut Tourism’s key marketing activities is attendance at trade, media and consumer shows. These offer the opportunity to enhance Nunavut Tourism’s visibility, promote new and existing products and programs, generate leads, gain competitor insights, make key industry contacts, and manage current and future relationships.

The following shows were attended over the last year:

Rendez-vous Canada (May 2012) – Each year, the Canadian Tourism Commission hosts Rendez-vous Canada for Canadian and international buyers to see what Canada has to offer. Nunavut Tourism attended this event, held in Edmonton this year, as did several of our members. As usual, our appointment schedules were full, interest in Nunavut was very high and excellent connections were made with operators and other representatives from domestic, US, and European markets. Additionally, this annual event is an excellent opportunity to meet and network with representatives from the other provincial and territorial tourism organizations. The CTC’s National Tourism Marketing Working Group meets annually at this event, and it is an excellent forum to share ideas, news, successes and failures, and to discuss collaboration on future projects spearheaded by the CTC. For a summary of Nunavut Tourism’s appointments at the show, see Appendix I.

GoMedia (May 2012) GoMedia is an annual media marketplace organized by the Canadian Tourism Commission and held in a different Canadian city each year, where the Canadian tourism industry has a chance to connect with both Canadian and international travel media. This year, the event was held in Whitehorse and was of particular value to Nunavut Tourism as one of the evening events was a dinner hosted by the Pan Territorial Marketing Consortium, and Nunavut had a chance to highlight its culture and cuisine through a throat singing performance, Nunavut-specific dishes on the evening's menu, and a booth displaying Inuit art and other traditional cultural pieces from Nunavut. The event was a success and several new media connections were made which resulted in FAM trips in the summer of 2012. For a summary of Nunavut Tourism's appointments at the show, see Appendix J.

Nunavut Trade Show (September 2012) – Organized by the Baffin Regional Chamber of Commerce, the Nunavut Trade Show is Northern Canada's largest annual business event. This year, Nunavut Tourism focused on promoting Nunavut as a destination for meetings, conferences and retreats, as well as making contact with potential members. Nunavut Tourism also delivered a presentation on the success of this summer's Canada AM broadcast from Iqaluit and how different organizations can work together on projects that promote Nunavut.



Bob Izumi poses with Charly the Char at February's media and tour operator dinner in Toronto.

Kivalliq & Kitikmeot Trade Shows (November 2012, February 2013) – Nunavut Tourism attended the regional trade shows again this year and will continue to do so going forward in order to maintain a presence in the western regions. These shows provide a valuable opportunity to meet with current and potential members, as well as other businesses relevant to tourism in the area. Additionally, since these events are well-attended by the public, Nunavut Tourism is able to educate the community about the importance of tourism and the benefits it can bring to their region.

Tourism Industry Association of Canada Conference (November 2012) – TIAC's annual conference, held in Ottawa, brings delegates from across the country to the doorstep of the country's elected officials and decision-makers whose departments and agencies impact upon the industry. It's an event that discusses the tourism picture in Canada as a whole and provides valuable insight for Nunavut Tourism about trends, changes in the industry and other factors that impact tourism in the North.

Canadian Society of Association Executives (November 2012) Nunavut Tourism staff attended the CSAE conference in Ottawa in November 2012. CSAE is Canada's only national organization with a primary focus on serving the needs of association professionals and the business members who provide vital products and services to support the sector. The

conference offered education sessions, keynote speakers, and business meetings, and Nunavut Tourism used the opportunity to network with other destinations to see what they are doing to promote meetings and conferences in their regions.

The All-Canada Show (January 2013) – The All-Canada Show is a traveling exhibition of all things fishing and hunting in Canada. In 2013, the show visited 7 major Midwestern US cities including Chicago, where Nunavut Tourism attended. The show has over 300 exhibitors, its own magazine, an award-winning web site, and an extensive marketing and advertising network. With input from our members, Nunavut Tourism chose to attend based on demographics of the attendees, geographical location, show activity schedule and other exhibitors.

Nunavut Tourism staff promoted market-ready fishing products on behalf of our members, in addition to promoting Nunavut as a recreational sport fishing destination with many rivers and lakes. New display materials and promotional items were obtained for the show and were received well by show attendees, other exhibitors and members in attendance. Charly the Char, Nunavut Tourism's mascot for recreational fishing, also made several appearances and was very popular throughout the show.

The Outdoor Adventure Show (February 2013) – The Outdoor Adventure Show is Canada's largest consumer adventure show and is held annually in Toronto in February. The show spans three days and centers around outdoor adventure sports of all kinds – camping, hiking, canoeing, kayaking, mountain climbing and more – and so has been a good fit for Nunavut Tourism and booth partners Parks Canada and Nunavut Parks. The joint booth space used by Nunavut Tourism and both Parks organizations allows for a bigger, more impactful presence on the trade show floor. As in past years, the show was very well-attended and Nunavut's booth received a lot of traffic and many serious inquiries. Charly the Char made several appearances throughout the show and was very popular with attendees, children and adults alike.



Nunavut Tourism staff at the Outdoor Adventure Show in Toronto.

While in Toronto, Nunavut Tourism used the opportunity to host a dinner for tour operators and media from the Toronto area who have an interest in Nunavut. Attendees included high-profile fishing television personality Bob Izumi, representatives from major Canadian tour operator Jonview Travel, representatives from CBC and both major Toronto newspapers, as well as several accomplished travel media. Nunavut Tourism's CEO delivered a presentation about Nunavut and its wealth of tourism experiences, and staff networked with attendees throughout the evening. This is the second year Nunavut Tourism has hosted a dinner for media and tour operators, and will continue on yearly basis.

Media Tours

Media familiarization (FAM) tours are an essential means of generating exposure for Nunavut's tourism experiences, operators and service providers. It is particularly valuable because editorial coverage is typically considered to carry more credibility with readers than paid advertising, and is also much more cost-effective to obtain. Measurement for media is based on equivalent advertising values, which usually far exceed the cost of the FAM trip, resulting in a very good return on investment. Nunavut Tourism supports a variety of FAM trips every year as an integral part of our marketing mix, and we would not be able to fund as many trips as we do without the continued support and participation of our members.

Nunavut Tourism regularly receives an abundance of inquiries from media requesting support for FAM trips. These requests are evaluated on a case by case basis according to the following key criteria:

- Proponents must have a commitment for broadcast or publication prior to visiting Nunavut in order to be considered.
- Proposed itineraries must include at least one Nunavut Tourism member operator. Projects involving only wilderness areas with no direct connection to a Nunavut Tourism member will be screened out.
- The intended media outlet and audience for the media coverage must align with Nunavut's tourist demographic.

The following FAM trips were supported in 2012-13:



Staff from Arctic Kingdom on the sea ice near Pond Inlet, June 2012.

Liz Fleming (Journalist, Pond Inlet & Iqaluit, June 2012)

Nunavut Tourism worked in cooperation with Arctic Kingdom and Parks Canada to host Liz Fleming in Pond Inlet for 8 nights and Iqaluit for 2 nights this past June. Liz completed two articles for the Toronto Star, the first on her week long safari to Sirmilik National Park with Arctic Kingdom, and the second on her “long weekend getaway” in Iqaluit. Liz also completed a piece for Cruise & Travel Lifestyles magazine about Arctic Kingdom’s yachting tours and Arctic safaris.

Dorte Sasse (Journalist, Iqaluit & Cape Dorset, June 2012)

Nunavut Tourism assisted with German writer Dorte Sasse’s visits to Iqaluit and Cape Dorset this past June. While in Iqaluit, Dorte toured the art galleries, museum, and other places of interest, and went dogsledding with Inukpak Outfitting. While in Cape Dorset, Dorte’s focus was experiencing the art scene, including interviews with local artists and a visit to the West Baffin Eskimo Co-operative. Dorte’s targeted outlets for publication include German magazines such as TERRA, Hamburger Abendblatt, Touristik aktuell, and Oberösterreichische Nachrichten.

Nunavut Tourism assisted with German writer Dorte Sasse’s visits to Iqaluit and Cape Dorset this past June. While in Iqaluit, Dorte toured the art galleries, museum, and other places of interest, and went



Robin Esrock, amazed by the size of bowhead whale bones.

Dan Rubenstein (Editor at Canadian Geographic, Cape Dorset, July 2012)

Dan Rubenstein, editor/photographer for Canadian Geographic magazine, spent almost a week in Cape Dorset in July with Huit Huit Tours hiking to cultural sites, exploring Mallikjuaq Territorial Park, Andrew Gordon Bay and the Iqalugaajjuit camp by boat, char fishing, wildlife viewing and viewing local art in the community. A feature story will be published in the March 2013 issue of Canadian Geographic Travel.

Robin Esrock (Travel writer & television personality, Somerset Island, July 2012)

Travel writer Robin Esrock is journeying across Canada in search of items to include in his upcoming book, ‘The Great Canadian Bucket List’, and visited Somerset Island this summer to find Nunavut Experiences to feature on the list. Robin was hosted by Arctic Watch lodge and ticked off several bucket list worthy activities such as kayaking among icebergs, sleeping under the midnight sun and viewing beluga whales from an ice floe. His experiences were documented along the way in words, video, photos and social media. The book is set to be released in April 2013 and is anticipated to be a national bestseller by the book’s publisher Thomas Allen & Sons.



Travel writer Gregory Gallagher holds up his catch at Bathurst Inlet Lodge, July 2012.

Gregory Gallagher (Travel writer and photojournalist, Bathurst Inlet Lodge, July 2012)

Travel writer and photojournalist G. B. Gallagher was hosted by Bathurst Inlet Lodge at the beginning of July. During his visit, Gregory focused on gathering interviews, photos and video for his articles in Dreamscapes Magazine (Globe & Mail insert), Wild Junket digital

publication and a possible future department slot or feature story in National Geographic Traveler magazine.

Joerg Michel (Writer & photographer, Cape Dorset/Iqaluit, August 2012)

Joerg Michel, German market writer and photographer, traveled to Cape Dorset and Iqaluit to complete research on the “Art capital of the Arctic” piece and also a soft adventure piece. The secured assignment is in the travel section of the German publication DIE ZEIT (weekly paper, roughly comparable with the Sunday edition of The Globe and Mail or The National Post).

Eva Holland (Travel writer for Matador Network, Gjoa Haven, August 2012)

Nunavut Tourism worked in partnership with the Canadian Tourism Commission to send Eva Holland to Gjoa Haven at the end of August for a week long adventure with Central Arctic Ventures. Eva is in the process of composing one main travel narrative and two smaller narratives for Matador Travel Network. Matador is an independent media company and nexus of travel culture worldwide. They launched in 2006 with the vision for a travel site and community based on the real cultures, people, and places travelers encounter, as well as a broader global discussion of historical, political, and socioeconomic realities that inform the lives of travelers.



Fishing expert Duane Radford at Camp Ekaluk with B&J Flyfishing Adventures.

Duane Radford (Travel writer, Camp Ekaluk, August 2012)

Duane Radford, President of the Outdoor Writers of Canada, visited Camp Ekaluk this past August 23rd to 30th with B & J Fly-fishing Adventures. Nunavut Tourism worked in cooperation with the manager of B & J Fly-fishing to ensure the trip was a success for all who were involved. The article was published in the December 2012 issue of *Alberta Outdoorsman* magazine and the 2013 fly-fishing edition of the *Canadian Outdoorsman* magazine; it will then be rolled over into a chapter of a book that American author Ross Shickler is writing about *Fishing for Arctic char, Lake trout and Arctic grayling* in January 2013.

Isabelle Chagnon (Travel writer, Adventure Canada Cruise, August 2012)

Nunavut Tourism worked with Adventure Canada to send francophone travel writer Isabelle Chagnon on the “Arctic Safari” cruise in early August, which included stops at several communities in the Baffin region as well as historic sites related to the Franklin Expedition. Isabelle obtained several commitments for publication in the French Canadian market, including Ulysses Travel Guide, travel trade magazine *Tourisme Plus*, *L’Actualité Médicale* (Rogers Group), Isabelle’s travel blog and more.

Mark Lender (Radio writer/producer, Arviat, fall 2012)

Nunavut Tourism contributed to the Arviat Tourism Office’s FAM initiative inviting Mark Lender to Arviat to experience the fall polar bear migration. Mark is the writer/producer for *Living On Earth* (PRI), a US nationally broadcast Public Radio program dedicated exclusively to reporting on nature, environment and wildlife.

Advertising

Nunavut Tourism regularly places advertising in a variety of publications including magazines, newspapers, travel guides and more.

Our approach targets Nunavut's core tourist demographic, which has been identified primarily as:

- Ages 45+
- Average household income exceeding \$100,000 annually
- Mostly Canadian (~90%)
- Slightly higher male to female ratio
- Adventure-seeking empty nesters who have already travelled extensively

Co-op Advertising Program

This year, Nunavut Tourism introduced a co-op advertising program for our members.

The program was designed to offer all members a chance to have a presence in major publications at an affordable price. The program was especially beneficial for smaller members who may not otherwise be able to afford ad space in these magazines. In addition, this program allowed Nunavut Tourism to stretch our own advertising dollars further and thus broaden our advertising presence in different markets.

The program ran four campaigns across seven publications based on the following tourism themes:

- Outdoor Adventure
- Wildlife Viewing
- Cultural Experiences
- Recreational Sport Fishing

After much careful research, the following publications were chosen for each theme based on reader demographics and other relevant criteria:

Outdoor Adventure

Outpost Magazine
Explore Magazine

Cultural Experiences

Harper's Magazine
The Walrus

Wildlife Viewing

Dreamscapes Magazine
Horizon Magazine

Recreational Sport Fishing

Gray's Sporting Journal

Within each magazine, Nunavut Tourism purchased a series of three full-page ads in successive issues, and each ad allowed for three members to buy in at a cost of \$500 per ad.

For each publication, buy-in was structured as follows:

| <u>Cost of Issue #1:</u> | <u>Cost of Issue #2:</u> | <u>Cost of Issue #3:</u> | <u>Total Cost of Campaign per member</u> |
|--------------------------|--------------------------|--------------------------|------------------------------------------|
| \$500 | \$500 | \$500 | \$1500 |

Nunavut Tourism produced the ad creative, which consisted of Nunavut Tourism branding elements, impactful imagery and copy relevant to each theme. Space was reserved at the bottom of each ad for member logos, contact information, and calls to action.

Ad placements began in January 2013 and varied according to each magazine's publishing schedule, with final ads in the program scheduled to run in late summer 2013.

Below are examples of ads from each campaign (for all ad designs, see Appendix H):

Harper's Magazine, February 2013 issue
Cultural Experiences campaign

CULTURE from the source.

Feel the wind as you race across the sea ice by dog sled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, witness the lighting of the qulliq, seen here, and learn how this traditional stone lamp brought the only source of light and heat to Inuit families during the long, dark arctic winters.

Join us in Nunavut, Canada's Arctic and experience place like nowhere else on Earth where ancient traditions and Inuit culture still thrive, just as they did centuries ago.

The following Nunavut Tourism members offer unforgettable cultural experiences, fantastic accommodations, and all the information you need to plan the trip of a lifetime.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

Great Canadian Travel
The Great Canadian Travel Company
Toll-free: 1-800-361-3838
www.greatcanadiantravel.com

ARCTIC
Hotel Arctic
(867) 979-6664
www.hotelarctic.ca

Kapait
City of Igloolik
(867) 979-2800
www.city.kapait.nu.ca

CAWDOE
Cawdoe Arctic Inc.
(867) 872-2306
www.cawdoearctic.com

FRONTERS NORTH
Frontiers North Adventures
Toll-free: 1-800-863-9832
www.frontiersnorth.com

PROBISHER INN
The Probisher Inn
Toll-free: 1-877-422-9422
www.probisherinn.com

Dreamscapes Magazine, February 2013 issue
Wildlife Viewing campaign

Get UP CLOSE AND PERSONAL with Nunavut's exotic wildlife.

That's an incisor tooth, not a horn! The most unique whale in Nunavut waters (and arguably the world) is the narwhal, otherwise known as 'the unicorn of the sea'. Only the males are adorned with this strange tusk, which extends up to 10 feet in length but whose exact purpose remains a scientific mystery. Narwhals can best be seen in May and June when they gather in pods to feed at the floe edge, which is where landfast ice meets open water. Hop on a snowmobile and then pull up a chair to witness this incredible event!

Experience this and Nunavut's other "Big Five" arctic species including polar bears, walrus, muskox and caribou on a trip you'll never forget. Be sure to pack your camera, not only to capture the incredible wildlife but also the breathtaking scenery and vibrant Inuit communities you'll encounter on your adventure!

Cawdoe Arctic Inc., and Frontiers North Adventures have been offering their clients unforgettable wildlife viewing experiences for over 25 years. Get started planning your trip today!

Experience the warmth, elegance and comfort of the Probisher Inn during your stay in Nunavut. You won't be disappointed!

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

CAWDOE
Cawdoe Arctic Inc.
(867) 872-2306
www.cawdoearctic.com

FRONTERS NORTH
Frontiers North Adventures
Toll-free: 1-800-863-9832
www.frontiersnorth.com

PROBISHER INN
The Probisher Inn
Toll-free: 1-877-422-9422
www.probisherinn.com

Explore Magazine, Spring 2013 issue
Outdoor Adventure campaign

NUNAVUT Your adventure awaits...

Leave the beaten path behind and experience a place where two million square kilometres of untouched Arctic wilderness are waiting to be explored.

At one fifth of Canada's total landmass and just one person for every 65 square kilometres, Nunavut is truly an outdoor adventurer's paradise made of wide open spaces, pristine panoramic expanses, and awe-inspiring natural wonders.

Cross the Arctic Circle by dog team, snowmobile, or on foot. Visit one of Nunavut's four spectacular National Parks and experience the majestic beauty of sweeping glaciers, towering granite peaks, and the exotic wildlife who call it home. Witness the aurora borealis' spectacular light show in winter and camp under the midnight sun in summer. Or, climb aboard a cruise ship and explore Nunavut's labyrinth of waterways, including the famous Northwest Passage, just like explorers did over a century ago.

The possibilities are endless; the choice is all yours. Join us at the top of the world for the adventure of a lifetime in Nunavut, Canada's Arctic.

For more information about Adventure Canada's unforgettable Arctic cruises:

Adventure Canada
Toll-free: 1-800-363-7566
www.adventurecanada.com

For details about Nunavut's spectacular National Parks and trip planning information:

Parks Canada - Nunavut
Toll-free: 1-888-773-8888
www.parks.gc.ca

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

Gray's Sporting Journal, March 2013 issue
Recreational Sport Fishing campaign

Welcome to TROPHY TERRITORY.

Try it on an untouched, unspoiled landscape for the adventure of a lifetime. Set your sights on a world record arctic char - the prize of the arctic fish Nunavut's pristine waters for aggressive trophy sized lake trout, northern pike and Arctic grayling under the midnight sun with unpopulated wilderness for hundreds of miles in every direction.

Nunavut is home to a variety of world-class fishing lodges that offer unforgettable fishing experiences, comfortable accommodations and excellent food. Start planning your once-in-a-lifetime adventure today.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

Kasba
Kasba Lake Lodge
Toll-free: 1-800-663-8641
www.kasba.com

Phosmer's Arctic Lodges
Phosmer's Arctic Lodges
Toll-free: 1-800-566-0260
www.phosmerslodges.com

A total of 12 members bought into the program, and feedback has been very positive.

To track the success of this program, Nunavut Tourism has placed QR codes within each ad design, and staff at our visitor centre who receive phone inquiries on our toll-free information line have been instructed to tally inquiries resulting from the campaign. Nunavut Tourism has also encouraged our participating members to share any results they have noticed from the program (increased web traffic, increased phone inquiries, etc).

Following final ad placements, Nunavut Tourism will report on the success of the program and invite feedback from participating members in order to improve or make any changes to the program before the next campaign begins.

Other Advertising

In addition to the co-op advertising program, Nunavut Tourism proceeded with its regular advertising activities.

Our small budget only allowed for a limited number of ad placements after implementing the co-op advertising program, so we aimed for a balanced mix of northern advertising, Canadian advertising, and international advertising.

Northern Advertising

- Weekly bilingual business card size placements in Nunatsiaq News, for the purpose of attracting potential new members to Nunavut Tourism.
- Small to medium-size ads in the Kivalliq and City of Iqaluit Visitor Guides, as well as northern airline in-flight publications, for the purpose of encouraging tourists already in or on their way to Nunavut to visit our visitor centres and contact Nunavut Tourism for information to assist in planning their trip.
- Occasional local advertising during holidays or special events/festivals to maintain a presence in the community and create awareness about the benefits of tourism.

Domestic Advertising

Canada by far represents Nunavut's biggest tourist population, with our exit survey indicating that approximately 90% of Nunavut's visitors are Canadian. For this reason, we chose to concentrate a significant portion of our advertising dollars to this market. Placements included:

- A campaign in Canadian Geographic, a publication that is highly targeted to Nunavut's core tourist demographic. Nunavut Tourism purchased full-page ads in the December 2012, Jan/Feb 2013, and March 2013 issues.
- Full-page ad placements in the April 2012 and October 2012 issues of Horizon Travel Magazine, a publication that is distributed to subscribers via the Toronto Post in Toronto, and the National Post in Ottawa. Nunavut Tourism was also able to negotiate a full-page of editorial, as well as digital ads that appeared on TTC screens in Toronto and at Union Station.
- A half-page ad in the July 2012 issue of the Canadian Business Journal promoting meetings and conferences in Nunavut. The ad was placed within an article about the City of Iqaluit.

International Advertising

Advertising dollars for international markets were very limited, but we worked with our consultant in Germany to negotiate the best possible placements for our money in the German-speaking market.

- Ads and bonus editorial in the April 2012 and July 2012 issues of Kanada 360, a popular travel magazine focused entirely on Canada
- A full-page ad in America Journal, a highly read publication about travel to North America.

Other placements in international publications included:

- Full-page ads in the October 2012, December 2012, and February 2013 issues of Harper's Magazine
- A full-page ad in the May 2012 issue of Canoe & Kayak Magazine, which coincided with editorial about Nunavut resulting from a FAM trip in 2011
- Full-page ads in all four versions of the Travel Guides to Canada (Canadian, USA, British and consumer versions)
- A half-page ad, half-page editorial in the January edition of the US version of Horizon Travel Magazine, distributed to subscribers via The Wall Street Journal. In addition, we received 240 five-second spots on the ABC & TSQ Screens in Times Square from Dec 27, 2012 - Jan 2, 2013 (Including New Year's Eve!)

Media Library

Following last year's image bank project, where our vast collection of images was reorganized into a new system, Nunavut Tourism now has a library of over 4,000 digital images which reside on an in-house server and are accessed and managed through Canto Cumulus, a sophisticated digital asset management program used to catalogue the images.

In addition to in-house use of the image library for marketing materials and corporate communications, Nunavut Tourism also shares images for limited third party use upon request. This includes:

- Nunavut Tourism members, for use in their marketing and promotional materials
- The media, to support stories, articles and other media exposure which promotes tourism in Nunavut
- Nunavut government departments/agencies and federal government departments/agencies for use in materials, presentations, and events which promote Nunavut
- Other special projects which are reviewed on a case by case basis

This year, Nunavut Tourism enhanced our media library by adding video to the collection, including several promotional video clips as well as a library of stock footage/b-roll.

To accomplish this, we worked with a local videographer to extract the best clips from the collection of raw footage we have accumulated over the years, and used them to create five two-minute promotional clips and the stock footage library.

The two-minute clips represented the following five themes: Inuit Culture, Things to See & Do, Wildlife, Cruising, and a "Best of" that incorporated clips from the other four videos. These clips will be used to promote Nunavut online (YouTube, our website, social media, etc), in presentations, at trade shows, and in other projects that require or could be enhanced by video footage.

Additionally, our stock footage will also be made available to our members, the media, government departments, and other special projects for the purpose of promoting tourism in Nunavut.

European Market

Nunavut Tourism renewed its contract with German marketing consultant Michaela Arnold, Managing Director of Denkzauber Marketing, to continue to develop Nunavut's presence in the German-speaking European market.

Denkzauber Marketing provided the following services for Nunavut Tourism:

- Served as the in-market representative for German speaking Europe (Germany, Switzerland and Austria)
- Coordinated the maintenance of a recently developed German language Nunavut website (www.nunavuttourism.de). This website mirrors the look and feel of Nunavut Tourism's new website, but content and functionality are much more basic.
- Maintained a database of qualified tour operators and wholesalers in the identified geographic area, and fulfilled all Nunavut trade requests.
- Developed an annual tour operator newsletter and distributed it to all relevant and interested tour operators and wholesalers
- Coordinated qualified travel media requests who will be suitable to assist in promoting editorial coverage of the Nunavut
- Disseminated 4 press releases throughout the year
- Established and maintained a strong working relationship with the Canadian Tourism Commission and other government partners, and participated in in-market sessions so as to remain abreast of all trends, market intelligence and marketing activities that are taking place in Germany.
- Provided an official Nunavut Tourism address in Europe.

Canadian Tourism Commission - Partnerships & Programs

The Canadian Tourism Commission (CTC) is Canada's national tourism marketing organization and is responsible for promoting Canada as a desirable tourism destination to the global market. Nunavut Tourism, along with the other provinces and territories, regularly partners with the CTC and/or participates in its various programs and initiatives.

Over the past year, Nunavut Tourism has worked with the CTC on the following projects:

Signature Experiences Collection

The Signature Experiences Collection (SEC) is a collection of unique Canadian travel experiences that is showcased through the CTC's marketing, media and sales channels. It includes travel experiences from Canadian-based tour operators from every province and territory that best exemplify once-in-a-lifetime tourism opportunities in Canada.



The SEC program is beneficial to Canadian travel suppliers because it helps develop international markets for their product offerings by providing greater exposure for their businesses. The CTC uses the SEC members as a priority inventory of experiences to highlight in its global marketing, media and sales activities.

The SEC program was launched in July of 2011 and currently includes over 100 members; three of these are Nunavut operators (Adventure Canada, Arctic Kingdom and Polar Sea Adventures). Nunavut Tourism has been involved in the program development and selection process by providing input on criteria development as well as consulting with the CTC about the initial members selected for the program.

Since there is no limit to the number of members in the collection, Nunavut Tourism encourages its eligible operators to submit an application. For eligibility criteria, program information, and details about the application process, please visit www.canada.travel/sec.

Media Miser

Media Miser is an Ottawa-based media monitoring company contracted by the CTC to provide print, online, and broadcast media monitoring services for the provincial and territorial marketing organizations. Nunavut Tourism bought into this program early in 2012 and received weekly reports detailing media coverage about tourism in Nunavut across various Canadian media outlets. Additionally, Media Miser's quarterly reports highlighted top publications, authors, regions, subject matter and other useful information. Nunavut Tourism found this program to be a very efficient and cost-effective means of tracking media coverage within Canada. In January of 2013, the program ended, however the CTC negotiated affordable rates for provinces and territories that wished to continue receiving coverage, and Nunavut Tourism bought in for the 2013 calendar year. Additionally, coverage of the US market is now also provided.

FAM trips

The CTC has assisted with several international FAM trips to Nunavut by contributing airfare for media to get from their country of origin to a Canadian gateway city. This support has been crucial in helping with international FAMs, which are otherwise often too costly to arrange. This past year, the CTC contributed airfare for German writer Joerg Michel's art-focused trip to Cape Dorset and Iqaluit as well as Eva Holland's (Matador Network, based in USA) week-long trip to Gjoa Haven.

Pan Territorial Marketing Consortium

Nunavut Tourism is the lead on this initiative and with generous funding from CanNor, Canada's three northern territories have been able to do national TV ad campaigns. These campaigns are aimed at the domestic market and provide broad general awareness of Canada's North. Responses to the ads have been very positive and all three territories realize this type of national advertising is something they could not do on their own.

The ads ran late February to the end of March 2013 on primetime shows like American Idol and CSI, as well as on specialty networks. Ad buys were concentrated in major urban centres of Toronto, Edmonton and Vancouver.

The Consortium also did a special promotion with The Weather Network and for one month presented "Source of Nature", a lead-in to local weather forecasts featuring shots from around all three territories. This was well received but did not generate the hoped for level of interest.

The Pan Territorial group continues to work with the Pan Territorial Francophone group to determine how to best work together and broaden the reach of both groups. This work continues with an MOU being drafted and further meetings planned.

Another round of commercials is planned for year four, along with exciting promotions.



Special Projects

CTV's Canada AM

Nunavut was the final frontier for CTV's *Canada AM* with all of the other provinces and territories having held the national spotlight in the past. Finally, our territory had the opportunity to shine and show the world what the true arctic is really like.



CTV crew and Nunavut Tourism staff visited Katannilik Territorial Park.

CTV's *Canada AM* broadcasted live from Iqaluit for the first time since April of 1999 on July 9th from the Legislative Assembly and on July 10th from Joamie school. Nunavut Tourism worked with the staff at CTV and local businesses to coordinate everything from transportation, sand bag rentals, food & beverage and storage to segment topics, rental agreements and sponsorship. The project was led by Nunavut Tourism, funded by the Government of Nunavut's Department of Economic Development and Transportation and sponsorship was provided by First Air, The Frobisher Inn and Coman Arctic.

CTV's *Canada AM* has a viewership estimated at two million viewers per day and the value of the coverage received would have cost four times as much in paid advertising. Nunavut Tourism's new website, which was launched on July 9th and announced live on the show, received more than quadruple the number of last year's hits over the course of CTV's stay in Iqaluit and visitation numbers continue to trend higher than previous years' averages.



Beverly Thomson interviewing Iqaluit residents behind Joamie School.

CTV staff and crew began arriving in Iqaluit on July 3rd for pre-filming, set up and location scouting; by July 8th Iqaluit was host to 25 CTV staff and crew. The CTV staff and crew consisted of producers, hosts, production managers, camera men/women and technical managers and support. The last of the CTV staff and crew departed Iqaluit on July 11th with a bittersweet sigh from all who were involved. Everyone worked very well together and CTV was impressed with the organizational skills of the Nunavut Tourism staff.

Segments for the two day show were organized in cooperation with CTV and Nunavut Tourism. The goal while outlining the numerous live and prerecorded segments was to make certain a full picture of Nunavut was represented; not just a specific location, industry or subject. We wanted to make sure Canada saw the real Nunavut, including all of the positive and negative aspects of a growing territory. Throughout the project, whenever possible Nunavut businesses were used and showcased.

B-roll footage or prerecorded shoots took place in Katannilik Territorial Park, Pangnirtung, Auyuittuq National Park, the Arctic Circle and several locations around Iqaluit. This footage was incorporated into the live show, which consisted of 10 or more segments on each day of live broadcasting.

The July 9th three-hour live broadcast in the parking lot of the Nunavut Legislative Assembly, with the secondary location at the power plant, included the following segments:



Jeff and Beverly discuss the Mace of Nunavut with the artists who created it.

- Showcase of Iqaluit's beauty with aerial shots and pre-recorded footage from the Road to Nowhere
- New Nunavut license plate show and tell
- The Mace of Nunavut show and tell with Inuk Charlie, Mathew Nuqingaq, and Paul Malliki
- Interview with Premier Eva Aariak and Cathy Towtongie, President of NTI, including pre-recorded footage of a walk with the Premier in the rock garden at Iqaluit square
- Soap stone carving show and tell and carving lesson with Looty Pijamini
- Inuit History and Tradition lesson with Naullaq Arnaquq
- Walk and talk of the four corners, brief tour of Iqaluit town centre and introduction of Iqaluit slang (rush minute)
- Interview with the Honorable Leona Aglukkaq
- Lesson on arctic flowers and plants with Yvonne Earls
- Habitat for Humanity build in Apex B-roll segment
- Pangnirtung boat trip in Cumberland Sound with Peter's Expediting & Outfitting Services
- Show and tell of the CTV control room – Airport Fire Department command vehicle converted into CTV's command center
- Travel in Nunavut and Nunavut Tourism website launch
- Art of the North with Andrew Qappik and Toonoo Sharky
- Simeonie Keenainak and band and Inuktitut square dancing



The Simeonie Keenainak Band performed at the end of the July 9th broadcast. Frisbees were distributed to celebrate the launch of Nunavut Tourism's new website.

The July 10th three-hour live broadcast overlooking Koojesse Bay at the back of Joamie School, with the secondary location at the breakwater, included the following segments:

- Interview with Cheri Kemp-Long explaining how the sea lift operates in Nunavut
- Interview with Mary Simon, former President of ITK, about the challenges of housing and health care in the territory
- Interview with Wayne Lynch, Director of Fisheries and Sealing about the Nunavut Research Vessel and sport fishing in Nunavut
- Interview with Sarah and Eric McNair-Landry about their kite skiing and cross country skiing adventures in the arctic
- Interview with Louis-Philip Pothier, owner/operator of Inukpak Outfitting, about dogsledding in Nunavut – segment included Inuit sled dog puppies
- Interview and show and tell with Eric Prosh, Director of Minerals for the GN and a video of the Meadowbank Gold project
- Arctic Circle segment – CTV crew flew into the Arctic Circle via helicopter
- Arctic sports demonstration with Johnny Issaluk and Anguti Johnson
- Future Panel with Peter Taptuna, Deputy Premier; Anne Hellwig, student and hospitality worker; Alek Montpetit
- Inuktitut language lesson with Karliin Aariak
- Cost of goods segment with Mary Simon
- Arctic cooking demonstration with Frobisher Inn Executive Chef Josef Szakacs
- Live throat singing footage of Karen Flaherty and Kiah Hachey



Jeff Hutcheson learns to high kick with local athletes.

The community response to the broadcast was amazing; the number of spectators on both days was much greater than anticipated. Local business and community members have shared several positive and uplifting comments and stories with the staff at Nunavut Tourism. The live broadcast was a huge success and although the project was a lot of work, it was worth all of the time, energy and funding!

Lifetime Network's *The Balancing Act*

In the fall of 2012, Nunavut Tourism was approached by a senior producer from Lifetime Network's *The Balancing Act*, a weekday morning show which airs in the US and reaches an audience of 96 million subscribers.



Alan Thicke finally succeeds with traditional bone game.

The show, which regularly produces travel segments, wanted to highlight Nunavut as a travel destination and offered Nunavut Tourism the opportunity to partner in the creation of a 5-7 minute segment that would include an interview with Nunavut Tourism's CEO.

After evaluating viewer demographics, the broad reach of the show, and value of the exposure compared to the cost of buy-in, Nunavut Tourism decided to proceed with the project. The offer was particularly appealing because the segment was to be co-hosted by well-known celebrity Alan Thicke, a fellow Canadian and ideal ambassador to present Nunavut to the show's audience.



Alan and co-host interview Nunavut Tourism's CEO, Colleen Dupuis.

The segment was taped in February of 2013, and touched on Nunavut's geography, culture, things to see and do, and how to go about researching and planning a trip. Video footage and photos of Nunavut were incorporated into the segment, and carvings and other cultural objects (bone goggles, bone game), were introduced to the hosts and the audience. Alan was particularly taken with the bone game, and succeeded after several attempts!

The first airing of the episode was March 28, 2013, with three subsequent airings throughout the spring. This was perfect timing to coincide with the launch of our new member advertising program on our website, so that any web traffic resulting from the show would see our members' ads and be encouraged to visit their websites as well.

Recreational Sport Fishing

Nunavut Tourism and the Government of Nunavut's Department of Environment are working in partnership to develop and implement a territorial recreational sport fishing marketing plan. This project seeks to increase awareness of Nunavut as a world class fishing destination. This year's projects included:

An eight-page full colour guide to fishing in Nunavut was completed last winter; the slogan is "Nunavut - like nowhere else on earth". The creative for the guide was completed by Outcrop Communications and 9000 copies were produced in the first print run. The guide includes Nunavut fish species; Inuit culture; maps; travel information; world record catches; information on fishing licenses, fishing outfitters, lodges, wilderness camps, guiding services and much more.

Duane Radford, President of the Outdoor Writers of Canada, participated in a media FAM trip August 23rd to 30th, 2012 at Camp Ekaluk with B & J Fly-fishing Adventures. We worked in cooperation with the manager of B & J Fly-fishing to make sure the trip was a success for all who were involved. The article was published in the December 2012 issue of *Alberta Outdoorsman* magazine and the 2013 fly-fishing edition of the *Canadian Outdoorsman* magazine; it was then rolled over into a chapter in a book that American author Ross Shickler is writing about *Fishing for Arctic char, Lake trout and Arctic grayling* in January 2013.



Nunavut Tourism worked with Plummer's Tree River Lodge to provide a grand prize for the Gray's Sporting Journal annual contest. Nunavut and Plummer's Tree River Lodge will be featured in 17 full colour, full page ads for the grand prize draw - six issues of American Angler, seven issues of Gray's Sporting Journal and four issues of Fly Tyer. The contest is also being promoted online and in social media. The ads will run July 2013 to July 2014; the draw will take place in June 2014. This agreement will also provide Nunavut Tourism with discounted ad rates and upgraded ad sizes in Gray's Sporting Journal, American Angler and Fly Tyer magazine.

Nunavut Tourism, in partnership with the Nunavut Arctic College, commissioned the update of the fishing guide training program which was last delivered in 1996 and last updated in the late 1980's. The updates have now been completed, and when the program is market ready the hope is to deliver it as part of the Tourism Studies Program at the Nunavut Arctic College and also in regional centres as a certificate program. Nunavut Tourism also plans to deliver the program as a stand-alone 3-4 day workshop throughout Nunavut.

In an effort to make recreational sport fishing in Nunavut more recognisable and to increase booth visits at trade shows, Nunavut Tourism, on behalf of the Department of Environment, commissioned Maydwell Mascots Inc. to create the official mascot of recreational sport fishing in Nunavut: "Charly the Arctic Char". Charly has since appeared at several trade shows and community events, and is extremely popular with children and adults alike. Charly has been an excellent addition to the Nunavut Tourism family and will continue to make appearances whenever possible.

The All-Canada Show is a traveling exhibition of all things fishing and hunting in Canada. In 2013, the show visited 7 major Midwestern US cities including Chicago, where Nunavut Tourism attended. The show has over 300 exhibitors, its own magazine, an award-winning web site, and an extensive marketing and advertising network. With input from our members, Nunavut Tourism chose to attend based on demographics of the attendees, geographical location, show activity schedule and other exhibitors. Nunavut Tourism staff promoted market-ready fishing products on behalf of our members, in addition to promoting Nunavut as a recreational sport fishing destination with many rivers and lakes. New display materials and promotional items were obtained for the show and were received well by show attendees, other exhibitors and members in attendance. Charly the Char, Nunavut Tourism's mascot for recreational fishing, also made several appearances and was very popular throughout the show.

Lastly, Nunavut Tourism promotes recreational sport fishing on our website by way of digital and PDF copies of the fishing guide, promotional video footage and photographs. Future plans include working closely with the Department of Environment to include an online purchasing option for fishing licenses on their website.



Member Services

Nunavut Tourism is working hard every day to improve the services and support we offer our members. By visiting communities, talking to existing and potential members, and staying current with the needs of the industry, we are able to work with the support of our partners to develop new programs and benefits which encourage the success of our members' businesses.

Training Opportunities

Offering regular training opportunities is an essential benefit provided to our members. By attending these professional development sessions, a member's knowledge of the industry and potential to thrive are increased significantly. This year, Nunavut Tourism put together a variety of seminars based on the current needs of our members and of the industry. For questions, feedback, or information regarding past and upcoming sessions, contact our Director of Membership & Visitor Services at members@nunavuttourism.com.

The following training sessions were offered over the past year:

Round Table Discussions

At the round table discussions we asked:

- 1) What challenges are unique to your region?
 - **Responses:**
 - Time and money it takes to develop products/packages
 - Lack of publicity
 - Knowing who does what
 - Their contact/product information

- 2) What do you see as the assets in your region?
 - **Responses:**
 - Culture
 - Geography
 - Scenery
 - Wildlife

- 3) What do you see as the long term challenges in your region?
 - **Reponses:**
 - Getting youth involved
 - Climate change

- Travel insurance for weather related delays/cancellations

4) Suggestions for future AGMs:

- **Reponses:**
 - Packaging session
 - Session with HTO
 - Session on social media

GPS Training

As part of the AGM training schedule, a session was offered on GPS (Global Positioning Systems) on the afternoon of November 13, 2012 by Mr. Jacques D’Auteuil, who is employed by Natural Resources Canada. The course was about 3 hours in length, content included reading and comprehension of maps; GPS basics; practical use and programming content; general information and question/answer time.

Attendees included:

| | |
|-----------------------|------------------|
| David Monteith | Annie Konana |
| Ike Haulli | Joavee Alivaktuk |
| Billy Arnaquq | Judah Sarpinak |
| Bobby Klengenberg | Levi Kaunak |
| Christabelle Westwood | Joamie Eegeesiak |
| Joe Tuluriak | George Hakongak |

Canadian Tourism Human Resources Council

Vince Accardi from The Canadian Tourism Human Resource Council presented on the Emerit program. The Emerit program is designed as an online and paper based training tool for the Tourism industry. The program helps tourism operators train professional staff.

Attendees included:

| | | |
|----------------------|----------------------|-------------------|
| Sanjay Uppal | Annie Konana | Heather Daley |
| Rowena House | Joavee Alivaktuk | Colleen Dupuis |
| Michael Hart | Judah Sarpinek | Kevin Kelly |
| David Monteith | Moses Koonoo | Theresa Rodrigue |
| Pauline Scott | Levi Kaunak | Daisy Lahure |
| Cheri Kemp-Long | Chris West | Donna Parry |
| Ike Hauli | Olivia Tagalik | Sara Acher |
| Graham Dickson | Adam Larkin | Crystal McConnell |
| Adamie Sakeeta | Joamie Eegeesiak | Helen Klemky |
| Billy Arnaqua | Cindy Cowan | Courtney Dunphy |
| Tessum Weber | George Hakongak | Laura Haywood |
| Bobby Klengenberg | Max Johnson | |
| Christabell Westwood | Garry Enns | |
| Joe Tuluriak | Louis-Philip Pothier | |
| | Debbie Lyng | |

Tourism Strategy Update

Fred Weihs presented the draft version of the tourism strategy that would later be tabled in the Legislative Assembly. Members needed to be aware of the proposed changes to the tourism industry.

Attendees included:

| | | |
|----------------------|----------------------|-------------------|
| Sanjay Uppal | Annie Konana | Debbie Lyng |
| Rowena House | Joavee Alivaktuk | Heather Daley |
| Michael Hart | Judah Sarpinek | Colleen Dupuis |
| David Monteith | Moses Koonoo | Kevin Kelly |
| Pauline Scott | Levi Kaunak | Theresa Rodrigue |
| Cheri Kemp-Long | Chris West | Daisy Lahure |
| Ike Hauli | Olivia Tagalik | Donna Parry |
| Graham Dickson | Adam Larkin | Sara Acher |
| Billy Arnaquq | Joamie Eegeesiak | Crystal McConnell |
| Tessum Weber | Cindy Cowan | Helen Klemky |
| Bobby Klengenberg | George Hakongak | Courtney Dunphy |
| Christabell Westwood | Max Johnson | Laura Haywood |
| Joe Tuluriak | Garry Enns | |
| | Louis-Philip Pothier | |

Transport Canada

We had an official from Transport Canada, Josh Glove, discuss the regulation behind operating a boat in Nunavut and also about the Small Vessel Operator Proficiency program.

Attendees included:

| | |
|-----------------------|-----------------|
| David Monteith | Colleen Dupuis |
| Ike Hauli | Kevin Kelly |
| Billy Arnaquq | Cheri Kemp-Long |
| Bobby Klengenberg | Michael Hart |
| Christabelle Westwood | Elizabeth Cayan |
| Joe Tulurialik | Randy Pittman |
| Annie Konana | Michael Walsh |
| Joavee Alivaktuk | |
| Judah Sarpinak | |
| Levi Kaunak | |
| Joamie Eegeesiak | |
| George Hakongak | |
| Louis-Philip Pothier | |

Members One-On-One

Members were given time to speak to the full Board of Directors in a private setting, allowing the member a chance to discuss any issues they may have.

Funding Partners

We contacted funding agencies to have them prepare a presentation for our members. This type of information is invaluable for our members to have and we wanted to make sure they are fully aware of the funding agencies available to them and what programs they can offer. Kakivak Association, NCEDO and Baffin Business Development Centre (BBDC) all presented to the members.

The following members attended the session:

- Peter's Expediting & Outfitting Services
- Webb Outfitting
- Inukpak Outfitting
- Hakongak Outfitting

Wilderness First Aid

This course is the minimum standard for outdoor professionals, geologists, park rangers, and others who work on the land. Nunavut Tourism members that participated in the course include outfitters that take clients out for adventure tourism activities including fishing, hunting, dog sledding and snowmobiling. The course content extends beyond urban-based first aid programs to include elements inherent in leading groups in the arctic and working in remote wilderness environments. Special emphasis was placed on prevention of injuries, risk management, hazard evaluation, accident scene management, safety, wilderness first aid kits, wound management and managing the trauma victim. CPR was also included in the program. Successful participants received certification in Advanced Wilderness First Aid as well as CPR/AED and anaphylaxis and epinephrine.

The following members attended the session:

- Alivaktuk Outfitting
- IDS Outfitting
- Hall Beach HTO
- Parks Canada Staff
- Territorial Parks Staff
- Annie Konana
- Joe Tulurialik
- Amanda Dumond (Department of Environment)

Community Visits

Each year, Nunavut Tourism visits several communities to meet with existing and potential members, and to attend the regional trade shows and other events. This year's visits included:

Rankin Inlet: April 22 – 26, 2012

- Attended Kivalliq EDO Conference

Pangnirtung: July 6, 2012

Met with:

- Peter Kilabuk
- Auyuittuq Lodge
- Joavee Alivaktuk
- Uqqurmiut Arts Centre

Rankin Inlet: Nov 19 – 23, 2012

- Attended the Kivalliq Trade Show

Met with:

- Nanuq Lodge
- Nunavut Development Corporation
- Co-op hotels
- Tara's B& B
- Wild Wolf Hotel & Restaurant
- Qamutik Training
- S&G Taxi
- ED&T Kivalliq
- Unainuk Tours
- CEDO
- Northern Allied Travel

Cambridge Bay: Feb 11 – 15, 2013

- Attended the Kitikmeot Trade Show

Met with:

- George Hakongak
- Bobby Klengeberg
- Vicki Aitoak
- Green Row
- Co-op Hotel
- Kitikmeot Foods
- HTO

Qikiqtarjuaq: March 2013

- Attended with Kakivak Association to discuss the new gathering place

Met with:

- Billy Arnaquq
- Co-op hotel
- Hamlet office (EDO)

Nunavut Tourism also delivered a school presentation to teach students about careers opportunities in tourism and benefits of tourism to the community.

Coral Harbour: March 2013

- Delivered a presentation about tourism opportunities and careers to grade 10, 11, and 12 students at Sakku School.

Met with:

- Hamlet, SAO, Leonie
- Aiviit HTO, Louisa and Noah
- Tassiuq Outfitting, Doris and Louis
- Luke Eetuk, E&E Outfitting
- Leonie's Place, Ron
- Tina Eetuk
- Coral Taxi

Cape Dorset: March 2013

- Delivered a presentation about tourism opportunities and careers to grade 10, 11, and 12 students at Peter Pisolak School.

Met with:

- Co-op Print Shop, Kerry Merrit, Bill Richie, Joamie Tapaungai
- Kinngait Inn – Polar Supplies, Cheryl Constantineau
- Dorset Suites / Huit Huit Tours
- Hamlet, CEDO, Michelle Price and SAO, Mike Hayward

Membership Benefits

Nunavut Tourism continues to offer a variety of benefits and support to help businesses in Nunavut's tourism industry thrive:

- Access to affordable liability insurance through our Small Operators Insurance Program. The program also includes the option to cover equipment, etc., all in one policy.
- Special discounts with Canadian North and First Air to bring in tourists and attend promotional shows in the south.
- Opportunity for affordable cooperative advertising with Nunavut Tourism in various national and international publications.
- Access to the Marketing Assistance Program for help funding the cost of marketing materials and/or attending travel shows to promote your business.
- Free listing in both the Nunavut Travel Planner and the Nunavut Tourism website along with discounted advertising opportunities.
- Opportunities for tourism training facilitated by Nunavut Tourism.
- Business referrals by Nunavut Tourism – we match your services to potential visitors through our information line and at various travel shows.
- Access to the Nunavut Tourism media library for promotional purposes.
- Opportunity to display brochures and business cards in each of the three regional visitor centers in Cambridge Bay, Rankin Inlet, and Iqaluit.
- Access to the Members Only area of the Nunavut Tourism website, where you can submit your application, membership fees, and keep current with issues pertaining to membership.
- Monthly Nunavut Tourism member newsletter.
- Recognition through awards at the Annual General Meeting each year.
- Access to the Director of Membership and Visitor Services, as well as other Nunavut Tourism staff, through a dedicated toll-free telephone line.



Nunavut Tourism continues to manage three regional visitor centres in Iqaluit, Cambridge Bay, and Rankin Inlet on behalf of the Government of Nunavut. Visitor centres are a critical first point of contact for tourists in Nunavut and our information counselors are trained to make the centres as helpful as possible. Staff provide information services to walk-in visitors in both English and Inuktitut, and a toll-free information line is also available in both languages.



Unikkaarvik Visitor Centre in Iqaluit

Facilitating cruise ship visits and tracking statistics are key activities conducted at all three visitor centres. Each centre also takes on special projects relevant to its region such as developing trail maps and river guides.

The visitor centres also continued on with a variety of public and visitor programming in 2012-13 with the help of funding from the Government of Nunavut's Department of Culture and Heritage. Iqaluit and Cambridge Bay centres offer movie nights, guest speakers, after-school programming and artist marketplaces. Throughout the year, tourists enjoy the Inuit Art Experience program, which brings carvers, printmakers, seamstresses, and metal workers in to work on, explain and display their work.

The following is an overview of each visitor centre's activities over the last year:

Unikkaarvik Visitor Centre

Unikkaarvik Visitor Centre offers cultural programming with the support of the Government of Nunavut's Department of Culture, Language, Elders and Youth. Each program is offered to the public and advertised via community radio and community bulletin boards.

- **After School Program:** Two students from the Nunavut Teacher Education Program are hired to teach the students. The program runs Wednesdays and Thursdays from September through to March for the ages of 7- 10 years old. Cultural activities include:
 - Seal skin sewing
 - Inuit storytelling
 - Crafts
- **March Break:** a week long program is offered for students and runs every day of the week. The students are offered in-depth programming during this time.
- **Guest Speakers:** Once a month, a special guest is invited to speak to



Kids learning to work with animal skins during the After School Program.

community members. Examples of past speakers include well-known local residents such as Ken Harper, Solomon Awa, etc.

- **Movie Nights:** Unikkaarvik Visitor Centre houses an extensive Inuit movie collection. Twice a month we host a movie night showcasing movies from the National Film Board of Canada.
- **Inuit Art Experience:** Unikkaarvik invites artists from the community and also artists that are traveling to Iqaluit. Artists are encouraged to bring some of his or her work to the visitor centre and explain Inuit stories through art. The work is for sale to the public.
- **Artist Marketplace:** Artists are invited to sell the work they produce. These events are hosted throughout the year and at key times when big groups are in town such as cruise ship visits and conferences. We normally get approximately 5 to 10 artists.
- **Canada Day:** Nunavut Tourism employees host a BBQ at the visitor centre for Iqaluit residents to celebrate this special day.
- **Nunavut Day:** Nunavut Tourism employees volunteer their time for the Nunavut Day festivities. Nunavut Tourism also supplies beverages for the BBQ and prizes for the traditional games.
- **Town Clean-up day:** Unikkaarvik Visitor Centre served as the coordination point for the June clean-up.

Arctic Coast Visitor Centre

Arctic Coast Visitor Centre offers cultural programming with the support of the Government of Nunavut's Department of Culture and Heritage. Each program is offered to the public and advertised via community radio and community bulletin boards.

- **After School Program:** This program runs every Wednesday from September through to March for the ages of 7- 10 years old. Cultural activities include:
 - Seal skin sewing
 - Inuit storytelling
 - Crafts
- **Guest Speakers:** Once a month, a special guest speaker is invited to speak to community members.
- **Movie Nights:** Arctic Coast Visitor Centre houses an extensive Inuit movie collection. Once a month, we host a movie night showcasing movies from the National Film Board of Canada.
- **Artist Marketplace:** Artists are invited to sell the work they produce. These events are hosted throughout the year and at key times when big groups are in town such as cruise ship visits and conferences. We normally get approximately 5 to 10 artists.
- **Nunavut Day:** Nunavut Tourism employees volunteer their time for the Nunavut Day festivities.



An artist works on a carving at the Inuit Art Experience.

Kivalliq Regional Visitor Centre

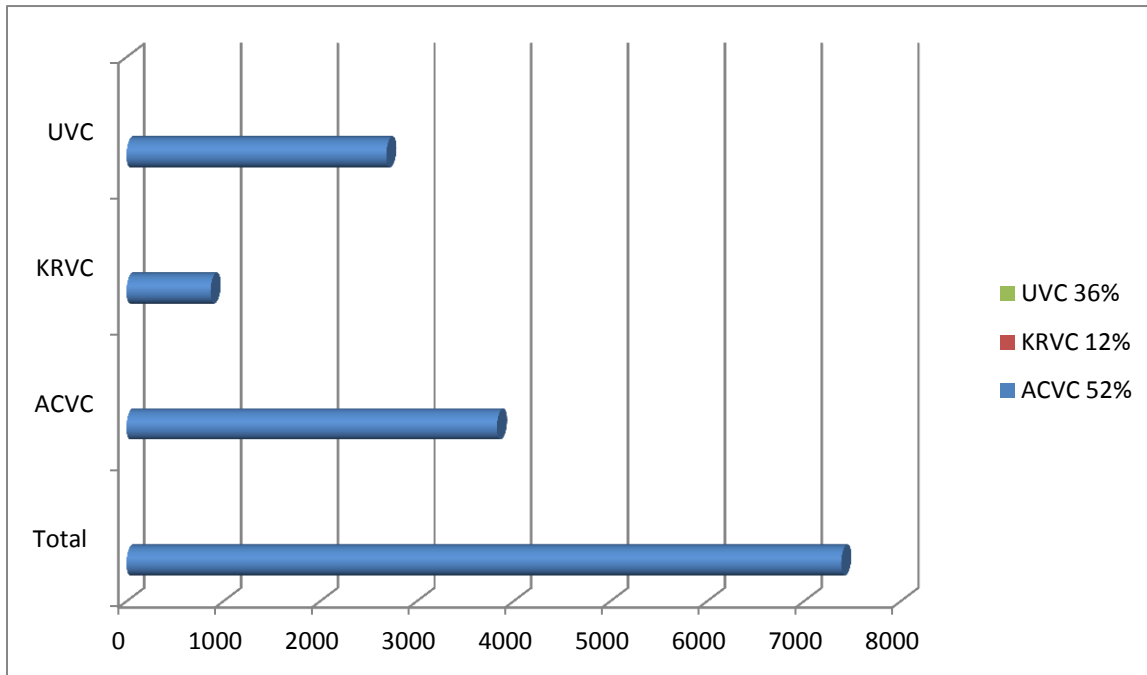
This centre is unique in that it operates out of the Rankin Inlet Airport. It has a very small exhibit space and therefore doesn't do community programming, however it does work in co-operation with the schools to run programming, such as:

- **Guest Speakers:** Once a month, a special guest is invited to speak to community members.

Visitor Centre employees are also very active in the community and sit on various committees.

The following chart represents walk-in visitor stats at the visitor centres this year:

UVC = Unikkaarvik Visitor Centre
KRVC = Kivalliq Regional Visitor Centre
ACVC = Arctic Coast Visitor Centre





Nunavut Tourism is governed by an elected, voluntary Board of Directors. In addition, four ex-officio positions are reserved for Territorial Parks, Parks Canada, CanNor and NTI. The NTI seat is currently vacant. In March of 2012, ED&T decided that it would not have a full-time ex-officio on any NGO Board, and now attends meetings only quarterly.

Directors are elected to represent the following tourism sectors: Hunting, Fishing, Transportation, Accommodations, Adventure, Eco-tourism and Cruises, plus three non-sector positions. Terms are elected on a staggered basis of 4 positions one year and 5 the following year to maintain some Board consistency. The executive of the Board is elected by the Directors on a yearly basis at a meeting immediately after the Annual General Meeting. The executive consists of three positions – Chair, Vice Chair and Treasurer.

Staffing Changes

Martine Dupont left Nunavut Tourism in January of 2013, followed by Steven Curley in the summer of 2013. Julia Kipanek returned from maternity leave in January of 2013, but left Nunavut Tourism in March 2013. Helen Klemky joined Nunavut Tourism in April 2012 as Administrative Assistant, and Courtney Dunphy has recently accepted the full-time Information Counsellor position in Iqaluit. Staffing in Rankin Inlet and Cambridge Bay remains the same.

Staff Training

The following training was provided for Nunavut Tourism staff over the past year:

- Inuit Heritage Trust – “Train The Trainer” (Steven Curley & Clara Wingnek, Cambridge Bay, May 2012)
- Media for the Marketing Professional – Canadian Marketing Association (Donna Parry, Toronto, June 2012)
- Human Resource Management (Kevin Kelly, Ottawa, October 2012)
- Sara Acher attended several conference sessions about how to attract and improve the meetings and conferences market at CSAE (Canadian Society of Association Executives) conference in Ottawa in November 2012
- How To Take Better Board Minutes (Crystal McConnell, Ottawa, fall 2012)
- Fundamentals of Marketing – Canadian Management Centre (Donna Parry, Toronto, January 2013)
- Level 1 Inuktitut training (Theresa Rodrigue, Iqaluit, Winter 2013)

Board Activities

One of the main undertakings of the Board this year was the development of an implementation plan for the new Tourism Strategy. This weekend-long process provided a quarter by quarter road map for the implementation of the 5-year life of the strategy. See Appendix K for a synopsis of the implementation plan.

Advocacy

One of Nunavut Tourism's primary roles is advocacy regarding issues affecting the tourism industry in Nunavut. These issues cover a broad range of subjects including, but not limited to, the following :

- Issues with Transport Canada including SVOP
- Following government policy regarding use of licensed establishments and operators for government business
- Commenting on NIRB applications that affect tourism including cruise ship applications, the Iqaluit hydro-electric project and resource development
- Working with airlines to secure best possible rates for our membership
- Presenting on proposed power rate increases
- Working to support other NGOs in efforts that affect tourism (i.e. Chamber of Commerce education project, NACA workshops and festival)
- Working with Inuit organizations to review programs, develop new initiatives and provide support for projects
- Supporting IHT in their efforts for continuing conservation education in Nunavut
- Presenting on how other sectors can work with tourism at events
- Holding discussions with EDOs to determine needs in communities and how Nunavut Tourism can help meet these needs
- Attending Nunavut Economic Development Strategy II round tables in Cambridge Bay and Iqaluit

Purchasing

Nunavut Tourism is committed to supporting a strong Nunavut-based economy. Nunavut Tourism is funded by different levels of government and government departments. Because of this we are committed to being transparent and following purchasing policies outlined by the Government of Nunavut. We purchase our supplies from northern suppliers wherever possible.

When we have a contract to award we follow policy which means :

- If under \$5,000, we obtain at least 3 quotes
- Between \$5,000 and \$15,000, we invite quotes from at least 5 suppliers
- Over \$15,000, we do a publicly advertised Request for Proposal; these are advertised in both languages in Nunatsiaq News and News North

In this fiscal year, we had one RFP advertised. This was for ad creative for the co-op advertising program – the contract was awarded to Outcrop Communications. Unfortunately, the contract was terminated part-way through and the project was brought in-house.

Our Partners

Nunavut Tourism could not do its work without the ongoing support of our partners. Our relationships with our funding partners and other community partners has strengthened and moved forward in the last year. Nunavut Tourism would like to thank the following for their ongoing support and commitment to continue to work with us to develop a strong, sustainable tourism industry in Nunavut:

- **GN Department of Economic Development & Transportation**
- **Canadian Northern Economic Development Agency**
- **GN Department of Environment – Fisheries & Sealing Division**
- **GN Department of Environment – Territorial Parks & Special Places**
- **GN Department of Culture and Heritage**
- **Nunavut Tunngavik Inc.**
- **Human Resources and Skills Development Canada**
- **Parks Canada**
- **Kakivak Association**
- **Kivalliq Partners in Development**
- **Kitikmeot Inuit Association**
- **Canadian Tourism Commission**
- **Canadian Tourism Human Resources Council**
- **Workers' Safety & Compensation Commission**

Thank you!

Nunavut Tourism would like to thank its staff, members and partners for contributing to a productive and successful year. Each person, business and organization plays a vital role in the development of Nunavut's tourism industry and we are excited to grow stronger and attract more visitors to Nunavut each and every year.

We look forward to another successful year in 2013-14!



Nunavut Tourism headquarters staff at Unikkaarvik Visitor Centre

Appendix A: Board of Directors

Michael Hart (Chair)

Accommodations Sector Representative

Inns North

mhart@arcticco-op.com

Adamie Sakeeta (Treasurer)

Transportation Sector Representative

Canadian North

asakeeta@canadiannorth.com

Matthew Swan

Cruise Sector Representative

Adventure Canada

matt@adventurecanada.com

Levi Kaunak

Hunting Sector Representative

Hall Beach Hunters' and Trappers' Association

sr.levikaunak@live.com

Max Johnson

Non-Sector Representative

The Great Canadian Travel Company

max@gctc-mst.com

Garry Enns

Ex-officio Representative

Parks Canada - Nunavut Field Unit

garry.enns@pc.gc.ca

Graham Dickson (Vice Chair)

Non-Sector Representative

Arctic Kingdom Marine Expeditions

gdickson@arctickingdom.com

Billy Arnaquq

Adventure and Ecotourism Sector

Representative

Nunavut Experience Outfitting

billy_arnaquq@qiniq.com

Tessum Weber

Fishing Sector Representative

Arctic Watch Wilderness Lodge

tessum@arcticwatch.ca

Rowena House

Non-Sector Representative

Nunavut Arts and Crafts Association

rhouse@nacaarts.org

Cheri Kemp-Long

Ex-officio Representative

Canadian Northern Economic Development
Agency

Cheri.kempLong@cannor.gc.ca

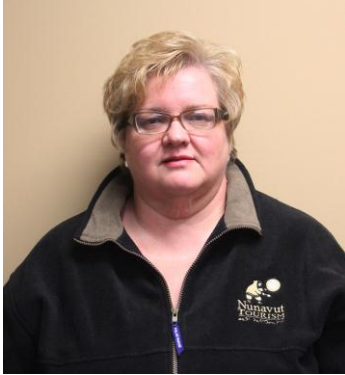
David Monteith

Ex-officio Representative

Government of Nunavut
Department of Environment

dmonteith@gov.nu.ca

Appendix B: Nunavut Tourism Staff



Colleen Dupuis
Chief Executive Officer



Theresa Rodrigue
Finance Manager



Kevin Kelly
*Director of Member and
Visitor Services*



Sara Acher
Project Coordinator



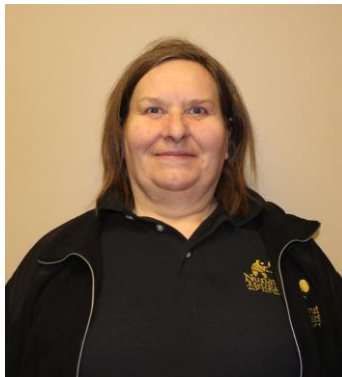
Donna Parry
Marketing Officer



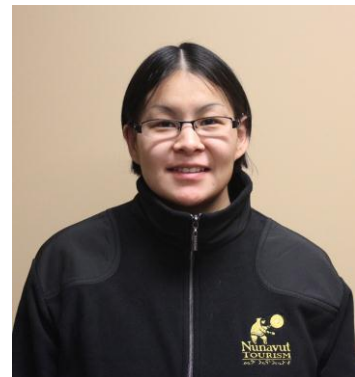
Daisy Lahure
Research Assistant



Crystal McConnell
Executive Assistant



Helen Klemky
Administrative Assistant



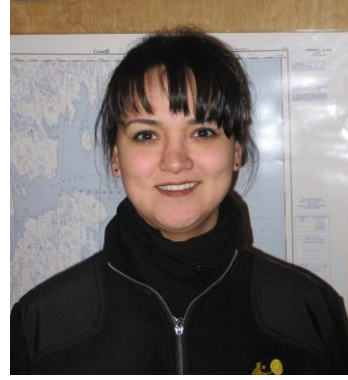
Julia Kipaneq
Finance Officer Trainee



Courtney Dunphy
Information Counselor
Unikkaarvik Visitor Centre



Laura Haywood
Information Counselor
Unikkaarvik Visitor Centre



Clara Wingnek
Manager
Arctic Coast Visitor Centre



Maria Friesen
Information Counselor
Kivalliq Regional Visitor Centre

Appendix C: Membership List

Accommodations

Qikiqtani

Amaulik Hotel, Inns North
Sanikiluaq, NU

Auyuittuq Lodge, Inns North
Pangnirtung, NU

Capital Suites
Iqaluit, NU

Discovery Lodge Hotel
Iqaluit, NU

Frobisher Inn
Iqaluit, NU

Hall Beach Hotel, Inns North
Hall Beach, NU

Hotel Arctic
Iqaluit, NU

Igloolik Inn, Inns North
Igloolik, NU

Kimik Hotel, Inns North
Kimmirut, NU

Navigator Inn
Iqaluit, NU

Nunattaq Suites
Iqaluit, NU

Qausuittuq Hotel, Inns North
Resolute Bay, NU

Sauniq Hotel, Inns North
Pond Inlet, NU

South Camp Inn
Resolute Bay, NU

Tulugak Hotel, Inns North
Qikiqtarjuaq, NU

Kivalliq

BLCS The Guest House
Baker Lake, NU

Iglu Hotel, Inns North
Baker Lake, NU

Katimavik Suites
Arviat, NU

Leonie's Place
Coral Harbour, NU

Naujat Hotel, Inns North
Repulse Bay, NU

Nunamiut Company Ltd. / Nunamiut Lodge
Baker Lake, NU

Padlei Inn, Inns North
Arviat, NU

Siniktarvik Hotel & Conference Centre, Inns North
Rankin Inlet, NU

Tangmavik Hotel, Inns North
Chesterfield Inlet, NU

Tara's Bed & Breakfast
Rankin Inlet, NU

Tavanni Hotel, Inns North
Whale Cove, NU

Turaarvik, Inns North
Rankin Inlet, NU

Kitikmeot

Amundsen Hotel, Inns North
Gjoa Haven, NU

Arctic Islands Lodge, Inns North
Cambridge Bay, NU

Enokhok Inn
Kugluktuk, NU

Green Row Executive Suites
Cambridge Bay, NU

Inukshuk Inn, Inns North
Kugaaruk, NU

Outfitters and Operators

Qikiqtani

Alivaktuk Outfitting
Pangnirtung, NU

Canadian Arctic Holidays Ltd. - Arctic Watch
Alcove, QC

Hall Beach Hunters & Trappers Association
Hall Beach, NU

Huit Huit Tours Ltd. & Dorset Suites
Cape Dorset, NU

I.D.S. Outfitting Ltd.
Igloolik, NU

Iglurjuat Outfitting
Arctic Bay, NU

Inukpak Outfitting
Iqaluit, NU

Maniitug Outfitting
Arctic Bay, NU

NorthWinds Arctic Adventures
Iqaluit, NU

Nunavut Experience Outfitting
Qikiqtarjuaq, NU

Peter's Expediting & Outfitting Services
Pangnirtung, NU

Polynya Adventure and Coordination Ltd.
Iqaluit, NU

Tiriaoq Expediting
Iqaluit, NU

Kivalliq

Arctic Circle Paws and Paddles
Repulse Bay, NU

Henik Lake Adventures Ltd.
Arviat, NU

Kasba Lake Lodge Ltd.
Parksville, BC

Nueltin Fly-In Lodges Ltd.
Alonsa, MB

Tukto Lodge - Dubawnt Camps Ltd.
Nestor Falls, ON

Kitikmeot

Bathurst Inlet Lodge & Bathurst Arctic Services
Yellowknife, NWT

B&J Fly Fishing Adventures
Cambridge Bay, NU

Central Arctic Ventures
Gjoa Haven, NU

Ekaluktutiak Sports Hunt Ltd.
Cambridge Bay, NU

Elu Inlet Lodge
Cambridge Bay, NU

Haogak Outfitting
Cambridge Bay, NU

High Arctic Lodge
Penticton, BC

Northwest Passage Expedition Tours
Gjoa Haven, NU

Plummer's Enterprises & Great Bear Lake Lodge Ltd.
Winnipeg, MB

Tunungagut Outfitting
Cambridge Bay, NU

Webb Outfitting Nunavut 2011 Ltd.
Gjoa Haven, NU

Multi-region

Adventure Canada
Mississauga, ON

Arctic Kingdom Marine Expeditions
Toronto, ON

Black Feather-The Wilderness Adventure Company
Parry Sound, ON

Canada North Outfitting Inc.
Montreal, QC

Canoe Arctic Inc.
Fort Smith, NWT

Compagnie du Ponant
Marseille, France

Cruise North Expeditions
Mississauga, ON

Expeditions Canada/Windigo Adventures
Montreal, QC

Frontiers North Adventures
Winnipeg, MB

Outward Bound Canada
Toronto, ON

Students on Ice Expeditions
Gatineau, QC

The Great Canadian Travel Company
Winnipeg, MB

Uniktour Inc.
Ottawa, ON

Vol de Nuit
Montreal, QC

Services and Related Businesses

Alianait Entertainment Group
Iqaluit, NU

Angoniatit Niovikvia
Kugluktuk, NU

Arctic Closet Angoniatit
Cambridge Bay, NU

Arctic Ventures 2000 Ltd.
Iqaluit, NU

Arts Induvik Canada Inc.
Iqaluit, NU

Ayaya Marketing and Communications
Iqaluit, NU

Baffin Business Development Corporation
Iqaluit, NU

Baffin Regional Chamber of Commerce
Iqaluit, NU

Calm Air International Ltd.
Baker Lake, NU

Canadian North
Iqaluit, NU

Capital Suites (Inuvik)
Inuvik, NWT

Capital Suites (Yellowknife)
Yellowknife, NWT

Carvings Nunavut Inc.
Iqaluit, NU

City of Iqaluit
Iqaluit, NU

Data Path Systems
Marsh Lake, YK

Explorer Hotel
Yellowknife, NWT

First Air
Iqaluit, NU

Go Cargo Taxi Ltd
Cambridge Bay, NU

Hamlet of Arctic Bay
Arctic Bay, NU

Hamlet of Arviat
Arviat, NU

Inns North Hotels
Winnipeg, MB

Kellett Communications
Yellowknife, NWT

Kivalliq Arctic Foods Ltd.
Rankin Inlet, NU

Malikkaat Ltd.
Iqaluit, NU

Municipality of Kimmirut
Kimmirut, NU

Northern Property Real Estate Investment Trust
Iqaluit, NU

Northwest Territories Tourism
Yellowknife, NWT

Nunavut Arts and Crafts Association
Iqaluit, NU

Nunavut Caribou Tuktu Cabs Ltd.
Iqaluit, NU,

Nunavut Development Corp.
Rankin Inlet, NU

Nunavut Development Corp. Wholesale Division
Mississauga, ON

Nunavut Economic Developers Association
Iqaluit, NU

Outcrop Nunavut
Iqaluit, NU

Pai-Pa Taxi

Iqaluit, NU

Parks Canada - Nunavut Field Unit

Iqaluit, NU

Pirurvik Centre

Iqaluit, NU

Polar Consultants

Iqaluit, NU

Qikiqtaaluk Corporation

Iqaluit, NU

Rannva Design

Iqaluit, NU

Southeast Nunavut Company Ltd.

Iqaluit, NU

Top of The World Travel

Iqaluit, NU

Uqqurmiut Centre for Arts & Crafts

Pangnirtung, NU

Waters' Edge Seafood & Steakhouse

Iqaluit, NU

Appendix D

INUIT LANGUAGE PLAN

In the spring of 2011, Nunavut Tourism filed its language implementation plan with the Office of the Language Commissioner. The following were the actions set out in that plan and accepted by the Language Commissioner. Status of each is noted in italics.

Measures/Actions

Ensure that Vision and Mission statement is available in all official languages - *Done*

Multilingual sign in front of building erected - *Done*

Letterhead. Redesign and print - *Done*

Create e-mail blocks based on business cards - *Done*

Website: Members section, "contact us" available in official languages - *Members section of website in Phase II and will be done by fall of 2013*

Make an active offer of service. Change phone messages, create signs for visitor centres - *Done*

Have text on English invoices offering to create in official language upon request - *In progress*

Designate Inuit language staff to respond to public enquires and provide training. - *Done*

Training for non-Inuit language users to be able to say "I will transfer you to xx who speaks Inuktitut." or "xxx who speaks Inuktitut will can you back what is your phone number" - *In progress*

Change Exit signs at visitor centres - *In progress*

Create new hours of operation signs for visitor centres - *Done*

We have also provided training for staff in a 5 day intensive course, and have staff taking basic Inuktitut training starting in January 2013. All NT locations (HQ, and all three visitor centres) have staff that can offer service in Inuktitut.

All correspondence with members is translated, and we provide interpretation services, if requested, at all training and meetings. When visiting a community we always ensure we have a local interpreter with us to ensure full communication.

Our plan was published in our Annual Report last year.

We have signage at all facilities stating that service is available in Inuktitut.

Appendix E: Inuit Employment Plan

Nunavut Tourism has a commitment to work towards a work force reflective of Nunavut's population. To that end, Nunavut Tourism will, when two candidates are equal in experience and knowledge, give preference to those who are beneficiaries of the Nunavut Land Claims Agreement. Further the following policies are in place :

- * all jobs are publicly advertised in both languages

- * screening of candidates is done on a priority system; first round – beneficiaries (eligible candidates are interviewed and if one is successful no further screening; second round – local to Nunavut (those who have been residents of Nunavut for more than a year; round three – all other candidates

Nunavut Tourism will also actively seek training programs and opportunities to bring Inuit to work in management positions in our organization.

We are proud to say we have an Inuk trainee in finance (currently on maternity leave), and have provided management training opportunities to other staff members. We are happy to say we have not had to replace staff during the last year and continue to have at least 1/3 of our workforce be beneficiaries.

Appendix F

Strategic Plan 2012 – 2017

Synopsis



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Nunavut Tourism

Nunavumi Pulaakataligiyyit

Tourisme Nunavut

Introduction

Nunavut Tourism fulfills a vital role in supporting a critical sector of the territorial economy. Created in 1995 and incorporated in 1996 as a non-profit society, the organization works closely with governments, Inuit associations, communities, and tourism operators to promote tourism opportunities that encourage sustainable economic growth, cultural preservation and social benefits for Nunavummiut.

Nunavut Tourism is governed by a Board of volunteers with experience in the industry, and receives its mandate and the major portion of its funding from the Government of Nunavut's Department of Economic Development & Transportation (ED&T).

Our Vision: Our vision is to have a dynamic, sustainable and professional tourism industry in Nunavut, operating in harmony with Inuit culture and tradition.

As part of its commitment to improving accountability and maximizing tangible results for public expenditures, ED&T is encouraging its client and partner organizations to undertake long-term planning. In the rapidly evolving political and economic landscape of Nunavut, a strategic plan based on a clear vision and shared mission is an essential element in effective governance, sound management, clear communication, and organizational success.

This Nunavut Tourism Strategic Plan was developed after a two-day planning session was held in Iqaluit, on March 17th & 18th, 2012. This planning session included both the Nunavut Tourism Board of Directors and Nunavut Tourism senior staff, and involved discussions on numerous topics. In addition to this strategic plan, a Strategic Planning Proceedings Report was also produced, which provides additional detailed analysis of the discussions and decisions that were made during the planning session.

The commitment, professionalism and enthusiasm of the Nunavut Tourism Team is evident in their willingness to commit a full weekend in their busy schedules to planning just before a particularly challenging week; it is even more evident in the results of the workshop, set out in detail in this document, providing a realistic, focused and comprehensive path forward.

Through collaboration, communication, cooperation, Nunavut Tourism believes that this plan can achieve the ultimate goal shared by governments, operators, communities and the organization itself – a vibrant, healthy tourism industry contributing to a growing territorial economy.

Key Issues

The following is a summary of key issues identified by the SWOT Analysis during the strategic planning session held in March 2012:

1. Who is Nunavut Tourism?
2. How does Nunavut Tourism communicate better with the membership?
3. How can Nunavut Tourism be more relevant to the membership?
4. How does Nunavut Tourism clarify the roles between itself & its partners?
5. How does Nunavut Tourism ensure that funders have realistic expectations?
6. How can Nunavut Tourism deal with the cost of doing business in Nunavut?
7. Given that tourism is largely based on visitation from the south, what can Nunavut Tourism do about the impact of the Canadian dollar, especially for those tourists who come from the USA?
8. How can tourism be seen as a major contributor in the economy of Nunavut?
9. How does Nunavut Tourism make people aware that there are real careers in the tourism Industry?
10. What are Nunavut Tourism's measurable goals?
11. What is the role of the Board of Nunavut Tourism – is a management or a governance board?
12. How does Nunavut Tourism tell the story about tourism without proper data?

By Laws: Nunavut Tourism incorporated April 1996

Nunavut Tourism was incorporated 16 years ago, so as part of the overall review of the organization, both the mandate and objectives were examined. It was felt that the mandate wording was still appropriate; however, some of the objectives were revised to make them more relevant to today's realities as follows.

Mandate

To act as a representative body for the tourism industry serving Nunavut, and to operate in a professional, effective, and cost efficient manner.

Objectives

- *To promote and help market Nunavut tourism products within Nunavut, Canada and internationally.*
- *To encourage and aid in the development and enhancement of community based tourism in Nunavut.*
- *To encourage and aid in the improvement of the quality of existing tourism products throughout Nunavut.*
- *To liaise between Governments, Inuit organizations, NGOs & industry with respect to government policies and regulations, Government programs and research involving tourism.*
- *To promote and support investment in tourism business development in Nunavut.*
- *To establish and maintain communication with tour operators, wholesalers, special interest groups, plus travel and other tourism & government agencies to promote Nunavut tourism products.*
- *To fairly represent all members;*
- *To provide Nunavut Tourism members with information to improve the success of their businesses.*

Who is Nunavut Tourism?

“Nunavut Tourism is a not-for-profit tourism member organization designated as the Destination Marketing Organization (DMO) for Nunavut. Responsibilities include:

- *Visitor Services;*
- *Member Services;*
- *Advocacy; and*
- *Support for training, product development and research as identified by the industry, tourism marketing,*
- *While NT will contribute input, its core responsibilities do not include legislation, licensing and regulatory enforcement, overall tourism research, and education.”*

Vision Statement

Our vision is to have a dynamic, sustainable and professional tourism industry in Nunavut, operating in harmony with Inuit culture and traditions.

Mission Statement

As the lead agency working in partnership with governments, Inuit associations, communities, and tourism operators, we promote tourism opportunities, which offer a means of sustainable economic growth, cultural preservation and social benefits for the people of Nunavut.

Priorities

The current priorities for Nunavut Tourism are as follows:

- Promotion of tourism as a major contributor to the Nunavut economy
- Provide ongoing and enhanced services to its membership
- Identify research needs
- Advocate members' needs
- Increase tourism visitations
- Assist in the development of tourism development products
- Identify, develop, and strengthen partnerships, collaborating and cooperating with partners to foster tourism across Nunavut
- Work in partnership with governments and others to finalize the tourism strategy
- Market Nunavut as a destination
- Promote Nunavut as meeting and conference destination
- Promote training to help build capacity
- Help in the development of tourism infrastructure
- Participate in legislative reviews and revisions of Acts affecting tourism, including regulatory and license regimes
- Assist where possible to streamline or simplify regulations to ensure compliance

It was further agreed that the priorities could be in three main areas:

- Marketing of Nunavut
- Providing membership services
- Developing and maintaining partnerships

Goals

2012 – 2013

- To deliver successful marketing efforts of tourism products in Nunavut;
- To work in partnership with GN and others on the development of sustainable tourism strategy;
- To provide services to members, including advocacy and operational support such as making recommendations of where to find training and potential funding;
- To increase and retain membership in Nunavut Tourism;
- To assist with increasing the number of visitors to Nunavut;
- To continue to develop partnerships with governments and others; and
- To continue to effectively manage the operations of NT.

Goals – 2013/14 – 2016/17

A strategic planning process not only provides specific direction for the upcoming year, but it also indicates some possible outcomes in the future. Therefore a number of the goals from 2012 -13 will continue with slight modifications over the next four years. These goals will be reviewed each year during the Nunavut Tourism annual planning session. Once the Tourism Strategy is finalized and approved, these goals will have to undergo review in light of the strategy, with revisions or additional goals developed as necessary.

For the purpose of planning for the long term and to be consistent with the above strategy, the following are long goals for Nunavut Tourism:

1. To increase and retain the membership of Nunavut Tourism
2. To successfully implement the Tourism Strategy
3. To influence the outcome of the new travel and tourism legislation and regulatory regime
4. To increase the number of visitors to Nunavut
5. To continue to provide services to the members
6. To deliver successful market efforts
7. To continue with effective management of Nunavut Tourism operations
8. To continue to provide and enhance the visitors centres' services in the three regional gateway communities
9. To enhance visitors' experience
10. To participate in the development of a marine based tourism (a cruise ships management plan) (2013 -2014)
11. To explore options for tourism educational programs (this could be some type of degree program or scholarship initiative) (2016 -2017)
12. To participate in the development of new legislation and acts that could affect Tourism, such as Territorial Parks Act
13. To continue to educate and make the MLAs aware of the importance of tourism
14. To undertake specific research on the state of tourism sectors
15. To communicate with the members on an ongoing basis

Other considerations:

- It was suggested that some research should be done to come up with a definition of tourism and what it includes
 - It was stated that there would be a presentation at the Nunavut Tourism Conference on this particular topic
 - Once a definition is agreed to, this should become a communication piece.

Monitoring and Evaluation Plan

This strategic plan will have to be assessed on an annual basis to determine overall progress made towards the goals identified within it, and if any corrective actions or adjustments will be needed for certain elements of the plan. This could take place during the Nunavut Tourism Annual General Meeting (AGM Board meeting).

Overall Measurables

The goals and objectives stated above have their own measurable outcomes. However, the following are the overall results that Nunavut Tourism anticipates if all of the elements of this plan are implemented:

- Increased members' satisfaction
 - Membership remains intact or increased
- Increased visitors' satisfaction- people are pleased with their visit to Nunavut, may return someday, and will tell others about their experience
 - Increased number of visitors
- Nunavut Tourism meets the goals and objectives of its business plan
- More tourism products & packages will become available
- Funders' expectations are met, leading to a positive relationship and continued funding for the organization
- The organization is healthy and respected

Long term

- An increase in tourist operators and employment opportunities
- A greater increase in tourism revenue for the Nunavut economy

Contingency Plan

Nunavut Tourism will implement this plan to best of its ability and the resources it has available. Plans don't always work out the way that they are envisioned, so Nunavut Tourism will be flexible and communicative during the implementation of this plan.

This plan will be on the ongoing agendas of the NT board meetings and as well on the agenda of the quarterly meetings with the major funder. If necessary, corrective actions will be taken to meet the outcomes as projected.

Appendix G

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Nunavut Tourism

Nunavumi Pulaakataligiyit

Tourisme Nunavut

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6. ለምግብ ጥናት ስራ ለማድረግ የሚያስፈልጉትን ንብረት ለመግኘት አስፈላጊ የሆኑትን ስራዎችን ይገልጻል
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15. ለምግብ ምርት ለማስተካከል የሚያስፈልጉትን ንብረት ለመግኘት አስፈላጊ የሆኑትን ስራዎችን ይገልጻል

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Appendix H

Co-op Advertising Program Placements

Co-op Advertising Placements in Harper's Magazine

February 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dogsled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, witness the lighting of the qulliq, seen here, and learn how this traditional stone lamp brought the only source of light and heat to Inuit families during the long, dark Arctic winters.

Join us in Nunavut, Canada's Arctic, and experience a place like nowhere else on Earth where ancient traditions and Inuit culture still thrive, just as they did centuries ago.

The following Nunavut Tourism members offer unforgettable cultural experiences, fantastic accommodations, and all the information you need to plan the trip of a lifetime.

1-866-NUNAVUT
www.nunavutourism.com

The Great Canadian Travel Company
Toll-free: 1-800-661-3630
www.greatcanadiantravel.com

ARCTIC
Hotel Arctic
(867) 979-6664
www.hotelarctic.ca

Iqaluit
City of Iqaluit
(867) 979-5600
www.city.iqaluit.nu.ca

March 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dogsled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, participate in building an igloo and learn how this ingenious invention (just one of many!) kept Inuit families sheltered and warm during the long, harsh Arctic winters for centuries.

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Iqaluit
City of Iqaluit
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April 2013

CULTURE from the source.

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www.greatcanadiantravel.com

ARCTIC
Hotel Arctic
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www.hotelarctic.ca

Iqaluit
City of Iqaluit
(867) 979-5600
www.city.iqaluit.nu.ca

Co-op Advertising Placements in The Walrus Magazine

March 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dog sled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, witness the lighting of the qulliq, keep here, and learn how this traditional stone lamp brought the only source of light and heat to Inuit families during the long, dark Arctic winters.

Join us in Nunavut, Canada's Arctic, and experience a place like nowhere else on Earth where ancient traditions and Inuit culture still thrive, just as they did centuries ago.

For unforgettable cultural experiences and all of the information you need about Nunavut's incredible world of arts & crafts, the following Nunavut Tourism members will help you plan the trip of a lifetime.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

FRONTIERS NORTH ADVENTURES
Toll-free 1-800-463-8832
www.frontiersnorth.com

NACA
Nunavut Arts and Crafts Association
(867) 979-7808
www.nacaarts.com

April 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dog sled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, participate in building an igloo and learn how this ingenious invention (just one of many!) kept Inuit families sheltered and warm during the long, harsh Arctic winters for centuries.

Join us in Nunavut, Canada's Arctic, and experience a place like nowhere else on Earth where ancient traditions and Inuit culture still thrive, just as they did centuries ago.

For unforgettable cultural experiences and a look inside Nunavut's incredible world of arts & crafts, the following Nunavut Tourism members will help make your visit the trip of a lifetime.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

FRONTIERS NORTH ADVENTURES
Toll-free 1-800-463-8832
www.frontiersnorth.com

NACA
Nunavut Arts and Crafts Association
(867) 979-7808
www.nacaarts.com

CARVINGS NUNAVUT
Toll-free 1-866-428-0650
www.carvingsnunavut.com

May 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dog sled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

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Feb/Mar 2013



Get UP CLOSE AND PERSONAL
with Nunavut's exotic wildlife.


Did you know that Nunavut is home to 50% of the world's polar bears? This iconic species, which is also the largest carnivore found on land, stands up to 10 feet tall and can reach a whopping 1,600 pounds in weight! These highly intelligent, resilient animals spend their time travelling great distances across the sea ice in search of seals to feed themselves and their little ones. Whether by cruise ship, boat tour, outpost cabin, or somewhere out on the land, Nunavut's experienced guides and outfitters will safely lead you to witness these majestic creatures – something very few people get to do!


Keep your eyes peeled for Nunavut's other "Big Five" arctic species including walrus, whales (narwhal, beluga, bowhead), muskox and caribou on a trip you'll never forget. Be sure to pack your camera, not only to capture the incredible wildlife but also the breathtaking scenery and vibrant Inuit communities you'll encounter on your adventure!



Canoe Arctic Inc. and Frontiers North Adventures have been offering their clients unforgettable wildlife viewing experiences for over 25 years. Get started planning your trip today!

Experience the warmth, elegance and comfort of the Frobisher Inn during your stay in Nunavut. You won't be disappointed!





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Frontiers North Adventures
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www.frontiersnorth.com

The Frobisher Inn
Toll-Free: 1-877-422-9422
www.frobisherinn.com


Apr/May 2013



Get UP CLOSE AND PERSONAL
with Nunavut's exotic wildlife.



That's an incisor tooth, not a horn! The most unique whale in Nunavut waters (and arguably the world!) is the narwhal, otherwise known as 'the unicorn of the sea'. Only the males are adorned with this strange tusk, which extends up to 10 feet in length but whose exact purpose remains a scientific mystery. Narwhals can best be seen in May and June when they gather in pods to feed at the floe edge, which is where landfast ice meets open water. Hop on a snowmobile and then pull up a chair to witness this incredible event!



Experience this and Nunavut's other "Big Five" arctic species including polar bears, walrus, muskox and caribou on a trip you'll never forget. Be sure to pack your camera, not only to capture the incredible wildlife but also the breathtaking scenery and vibrant Inuit communities you'll encounter on your adventure!



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Summer 2013



Get UP CLOSE AND PERSONAL
with Nunavut's exotic wildlife.






A herd of walrus is a sight to be seen. In the summertime, these massive marine mammals gather in the dozens, sometimes hundreds, to bask in the sunshine along Nunavut's shorelines and on drifting ice floes. These behemoths can reach a staggering 1.5 tonnes in weight and must dive hundreds of metres to the sea floor to retrieve the thousands of shellfish that help them maintain their figures! Watch from the safety of a boat tour or cruise ship as these relaxed yet clumsy beasts snort, grunt, and poke each other with their tusks to claim the best sunbathing spots!

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For an unforgettable wildlife viewing experience, climb aboard an Adventure Canada cruise and explore the Arctic in style and comfort.

Witness the abundance of wildlife in one of Nunavut's four spectacular National Parks. Parks Canada will provide you with all of the trip planning information you need.



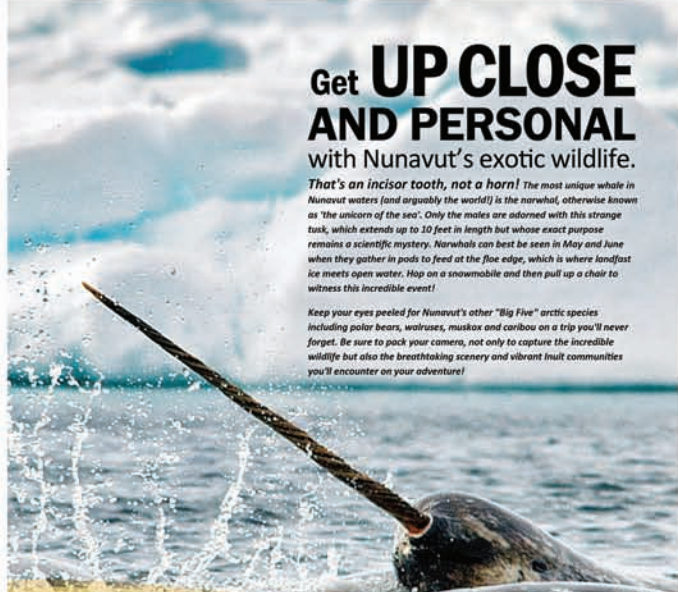



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Apr/May 2013



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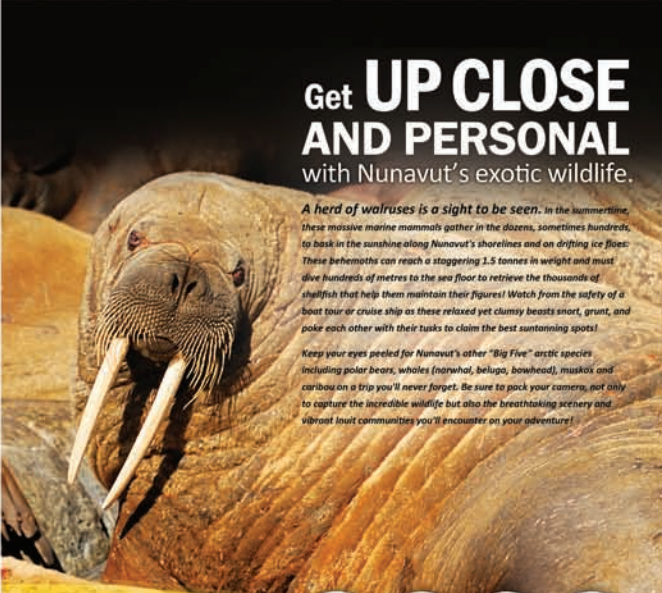





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June 2013



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Co-op Advertising Placements in Explore Magazine

Spring 2013

NUNAVUT

Your adventure awaits...

Leave the beaten path behind and experience a place where two million square kilometres of untouched Arctic wilderness are waiting to be explored.

At one fifth of Canada's total landmass and just one person for every 65 square kilometres, Nunavut is truly an outdoor adventurer's paradise made of wide open spaces, pristine panoramic expanses, and awe-inspiring natural wonders.

Cross the Arctic Circle by dog team, snowmobile, or on foot. Visit one of Nunavut's four spectacular National Parks and experience the majestic beauty of sweeping glaciers, towering granite peaks, and the exotic wildlife who call it home. Witness the aurora borealis' spectacular light show in winter and camp under the midnight sun in summer. Or, climb aboard a cruise ship and explore Nunavut's labyrinth of waterways, including the famous Northwest Passage, just like famous explorers did over a century ago.

The possibilities are endless; the choice is all yours. Join us for the adventure of a lifetime in Nunavut, Canada's Arctic.

For more information about Adventure Canada's unforgettable Arctic cruises:
ADVENTURE CANADA
 Adventure Canada
 Toll-free: 1-800-363-7566
www.adventurecanada.com

For details about Nunavut's spectacular National Parks and trip planning information:
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www.parksCanada.gc.ca

Summer 2013

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Fall 2013

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Co-op Advertising Placements in Outpost Magazine

January 2013

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Join us at the top of the world for the adventure of a lifetime in Nunavut, Canada's Arctic.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

For unforgettable outdoor adventures in Nunavut, check out:
The Great Canadian Travel Company
The Great Canadian Travel Company
Toll-free: 1-800-661-3830
www.greatcanadiantravel.com

For details about Nunavut's spectacular National Parks and trip planning information:
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Feb/Mar 2013

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Apr/May/June 2013

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Co-op Advertising Placements in Gray's Sporting Journal

Jan/Feb 2013

Welcome to TROPHY TERRITORY.

Fly into an untouched, unspoiled landscape for the adventure of a lifetime. Set your sights on a world record arctic char – the prize of the arctic. Fish Nunavut's pristine waters for aggressive trophy sized lake trout, Northern pike and Arctic grayling under the midnight sun with unpopulated wilderness for hundreds of miles in every direction.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavuttourism.com

Kasba
Kasba Lake Lodge
Toll free: 1-800-663-8841
www.kasba.com

Plummer's Arctic Lodges
Toll free: 1-800-665-0280
www.plummerlodges.com

March/April 2013

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May/June 2013

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Appendix I

Rendez-vous Canada 2012 Appointments

| Name | Address | Discussed |
|-----------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Vince Acaardi | CTHRC | Courses can be delivered in person 2-3 days Contact Vince directly "Professionalism" program and AGM ½ day workshop \$2500 + travel->will send to Kevin |
| Graham Bendelow | Americantours International LLC USA | Very interested in cruises |
| Brigitte Bosma | International Travel Group Netherlands | Interested in Arctic Kingdom and soft adventure (stay in hotels mostly) |
| Karin van Herrwaard | Askjo Natuurruk Reizen Netherlands | Send 5 travel planners Possibly interested in Arctic Kingdom Sells cruises |
| Mike Kuhnert | Timberwolf Tours Canada | Some interest in Bathhurst Inlet Lodge and combining program with a few days in NWT. Usually do such stuff out of Edmonton. |
| Andreas Fraissl | Tourconsult International Germany | Very interested Individual travelers and organized trips Works with Michaela sometimes |
| Denise Hunn | Prestige Holidays UK | Culture and wildlife Customized individual tours, high end 40+ |
| Mark Masuda | Euro/USA Seve Service Canada | Opening Canadian office Cater to Scandinavian audience Looking for lower price point and drive to multiple destinations or between communities. Suggested cruise as good product to start with. |
| Amellie Lavoie Marcel Belanger | Groupe Voyages Quebec Canada | Want service in French Groups; suggested 10 max Suggested they call Cecile, Inukpak |
| Andrea Popp | Reiseboerse Ehingen Germany | New website Hardly spoke English |
| Sun Tong | China CYTS Outbound Travel Service China | Chinese -large groups -check if pictures go on their website |
| Patricia Chauvelier | Vacances Transat France | Interested in North – - will get in touch with Cecila and Inupak |
| Holger M. Jacobs | Corporate Publishing Germany | Journalist -article for paper |
| Naoko Kurimoto | Travel Vision Inc Japan | Japanese Journalist |
| Sharon Mason | 1 st Class Holidays England | -Arctic Watch -Arctic Kingdom Marine Expeditions -Adventure Canada -Polar Sea Check website for images, etc. |
| Michelle Kenny | Canadian Tours International Canada | groups 10+ Iqaluit based -Inupak and Arctic Kingdom Marine Expeditions |
| Karryn Papenfus | Adventure Destinations Australia | 5-8 day itineraries -Arctic Kingdom Marine Expeditions and Polar sea for Floe Edge - Inukpak-Soper River -Frontiers North for walrus in Igloodik |
| Rob Bean | Travel House of America USA | Looking for attractions (ie. Disney) |
| Neil Moreton Michael Pound | Destination Canada Australia | |

| | | |
|-------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Roman Dushatsky | Jonview Canada Canada | Floe edge-Arctic Kingdom Marine Expeditions, Polar Sea Walrus-Frontiers North—Iqaluit—Soper River Inukpak. |
| Maggi Smit | Go Fishing Worldwide Window on the Wild UK | Fishing and wildlife Carry High Arctic Lodge and Adventure Canada -Elu Lodge, B&J Fly fishing -Walrus in Igloolik Arctic Kingdom Marine Expeditions and Polar Seas re: floe edge Arctic Watch |
| Melissa Brown | Redpoint Media Group Canada | Westjet |
| Andreas Neumann | Explorer Fernreisen Germany | Arctic Kingdom, Frontiers North-Elu Lake Lodge - Igloolik - Polar Sea-Floe Edge and Kayak –Inukpak – Soper River. |
| David Marriott | Bridge and Wickers Travel With Experience England | Higher end Frontiers North, Arctic Kingdom Marine Expeditions, Arctic Watch, IDS |
| Nadine Grey | Boomerang Reisen Germany | Out of ordinary products Arctic Kingdom Marine Expeditions, Frontiers North, Polar Sea, IDS Products that are different, some not camping, Lodges. |
| Winnie Chen | Guangdong Nahu international travel Service Co, Ltd China | -China, -large groups, -want direct out of Vancouver |
| Christina Kler | Designer Tours Brazil | -high end, -luxury, - no camping Frontiers North, Polar Sea, Arctic Kingdom Marine Expeditions, Bathhurst Inlet Lodge, Arctic Watch. |
| Hiroshi Kuroiwa | Nippon Travel Agency Japan | - Hotel stays for trips-> So nicer market, - tour operator that deals with Japan. Frontiers North, Arctic Kingdom Marine Expeditions, Arctic Watch. -Some concerns about food and being prepared to their palette. |
| Alberto Boeri | American Sky Canadian Sky England | Very excited about Nunavut. -Arctic Kingdom Marine Expeditions, Frontiers North -Arctic Watch, Polar Sea -Floe edge and summer. |
| Sandra | Images for France | Sandra to send what they need |
| Donna Campbell Nathan McLoughlin | Canada Keep Exploring Australia | |
| Jim Brody | Tripadvisor USA | Let know when website launches -get stuff on their website -tell our story - send press releases-get businesses on there |
| Rick Martinez | Group Tour Media USA | Adventure site |
| Heidi Bullough | Adventure World | |
| Elfriede Wank-Wrga | Meridia Reisen Germany | Needs images *Follow up Wants us to advertise in their brochure |
| Denis Parry | TravelAmerica Canada | Incentive travel Interested in the 3 lodges Good contact |
| Nutan Gupta | TWU Holidays | High end clientele |

| | | |
|--------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | India | Luxury cruises |
| Tomokazu Itakura | ism Group Japan | Very familiar with the Arctic Already sells Good contact |
| Kenny Prevost | Knechtreisen Switzerland | Very interested in international FAMS Follow up |
| Ed Smith | Canada & A Alaska Specialist Holidays Australia | Will send proposal Send list of trade-ready operators Advertise 2013 in mid-August and September and October |
| Carine Lambe` | Go to Canada Belgium | Interested in multi-community trips, recommended GCTC Hasn't sold any NU trips yet Customized FIT only |
| Paul Fusco | Fareportal | Call centres-5 Destination pages }expanding Theme pages} Check if NU page already exists Hotels/Lodges By themes-adventure Cheap Air/one travel Site map ->flights in Canada ->lists all cities |
| John Temple | Temple & Temple Canada | Student tours/trips student group will come in 2014-still in conceptual stage ->possibly very big group (100+) this guy didn't know much |
| Ursula Bircher | Schar-Reisen Germany | Travel agency Mainstream Doesn't really sell the North Gave a package about hosting a 6 week-long Canada event Not a good fit |
| Warren T. Delany | Cherry Bus Lines Inc. Canada | Very interested but not a good fit |
| Masaaki Nishira | Skyland Tours Ltd. Canada | Doesn't know much Not a good fit Just wanted to learn |
| Grant Pollard | NTA USA | |
| Claudia Colantanio | Areoplan Canada | Experiential travel that you can redeem you points for Day trips, half day, smaller things Interested in dogsledding with Louis- Philip and Arctic Kingdom Marine Expeditions |
| Gustavo E. Garcia | American Express company Mexico | High end clients Interested in cruises |
| Neil Dutrieue | Q-travel Canada | Very interested Good fit |
| Kamat Bihari | K travel tours Africa | Wants me to send travel planners |
| Elaine Bald | Meridian reservation systems Canada | Online booking system |
| Murkus Knupp | Sktouristik Sweden | **send links to Arctic Watch Elu Inlet Lake Lodge Inukpak Polar Sea |
| David Chaumeil | La Maisondes etas unis France | Globe trotter Discover holidays Only interested in cruises |

| | | |
|-----------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Went to see Adventure Canada Wants bilingual services |
| James Butler | Audley UK | **interested in FAM Already sells Nunavut->2013 **wants Ppt presentation to train staff ->Inuit culture and wildlife are main focuses ** very excellent fit Needs images->will send -recommend more operators |
| Friedrich Roth Nora Saar | CRD international Germany | |
| Katherine Foxcroft | Fresh Tracks Canada Canada | **wants training-power point Good fit, very interested Looking for unique high-end trips |
| Karina Rangel Guillermo Viquez | Viajey Punto Mexico | Selling Compagnie des Iles du Ponant as of this year Joint venture travel agency working with Visa to sell Canada to different levels of Visa customers low to high end |

Appendix J

Go Media 2012 Appointments

| Appointment | Country | Discussed |
|-------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Katharine Fletcher Writer/Photographer Dreamscapes, Forever Young | Canada | Interested in National Parks, festivals and culture. Curious but not serious |
| Liz Campbell Writer/Editor, freelance | Canada | Very interested in arctic cruises, but not very knowledgeable about the north. Only semi-serious |
| Jorg Michel Travel writer | Based in Alberta but writes for German market | Excellent contact, knowledgeable about the north. Interested in culture, arts, "human" stories. Wants to visit Cape Dorset in summer 2013 – great potential FAM |
| Birgit Duval Journalist and Photographer Freelance | Germany | Writes for biggest outdoor magazine in Germany. Wants story ideas, very interested. Follow up with story ideas and media support policy |
| Cinda Chavich Freelance | Canada | Interested in lodges but not serious |
| Chris Gray Faust Writer/editor/Blogger | USA | Some potential but still just learning |
| Isabelle Chagnon Travel writer/photographer | Canada (Quebec) | Excellent contact! Specializes in the north, very familiar with Nunavut. Interested in cruises, culture, arts. Great potential FAM for 2013. |
| Shel Zolkewich Travel writer – freelance | Canada | Not serious. Asked a lot of questions but just learning, no real interest. |
| Brandy Yanchyk Reporter/writer/videographer for tv, radio, online | Canada but works primarily for BBC | Great contact, very enthusiastic and already knowledgeable about Nunavut. Interested in Arviat project as well as local quirky/interesting characters, people stories, etc. Follow up. |
| Amy Watkins Freelance travel writer | UK | Knew nothing, focused on culinary travel, no potential. |
| Sylvie Ruel Freelance travel writer | Canada (Quebec) | Interested in cruising but I don't think she's really a good fit. |
| James Little Editor, Explore Magazine | Canada | Explore is a great fit for Nunavut – magazine focuses exclusively on outdoor adventure opportunities in Canada. They already do bits and pieces on NU here and there. Follow up with story ideas and possible FAM |
| Travis Persaud Editor and writer – freelance | Canada | Not very familiar, interested in cruises and lodges, nice guy but no. |
| Suzanne Morphet Writer/photographer – freelance | Canada | Been to NU before, lived in YK for 9 years. Very interested but more in just a conversational way. Says she might send proposal for FAM but I don't get the feeling she's all that serious. |
| Tim Johnson Contributing editor, writer | Canada | Interested in Arctic Watch. Writes for some luxury pubs. I liked him – not an expert on NU but I think there is good potential here. Keep in touch and send story ideas, FAM policy. |

| | | |
|-----------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jim Byers Editor – Toronto Star | Canada | Wants to send a staff on AC cruise in 2013. Send story ideas, press releases, newsy items regularly. Good contact but seemed very “rushed” and busy... need to make contact with other editors at the newspaper. |
| John Lee Freelance writer | Canada | Interested in programs where tourist learns to do something – learning about cultural activities. Also, voluntourism. Wants info about Arctic Kingdom’s short programs in IQ, igloo-building specifically. Follow up. |
| Cathy Stapells Editor/writer – CTC online media centre | Canada | <ul style="list-style-type: none"> - Elyse for tracking on story ideas - Focus on Signature Experiences - 6-8 mentions in last few months - 400-word story ideas → SEND - Theresa Earl – specializes in the north |
| Evelyn Hannon Editor – journeywoman.com | Canada | NO SHOW |
| Kim Gray Editor-in-chief, Toque & Canoe | Canada | <p>Very enthusiastic about NU, really wants to write about us</p> <ul style="list-style-type: none"> - 70% readership is Canadian, 30% US and western Europe - Will be in touch about photos for pieces on NU - Send things they can post on social media |
| John Zada Writer/photographer | Canada | Not serious – no potential |
| Darryl Leniuk Writer/photographer – freelance | Canada | Likes hard adventure, backcountry. Not really getting the feeling that he’s a good fit. |
| Dorte Sasse Writer/editor/photographer | Germany | Traveling to NU this summer. Very interested in NU, wants to write about us as former unknown destination that is now accessible. Wildlife, nature, people, artists. Decent contact but doesn’t write for high-end or well-known pubs. |
| Mark Harris Writer/photographer | USA | Interested in cruises but not serious |
| Margo Pfeiff Writer/photographer | Canada | Nunavut veteran, we have assisted on many FAMs. Very valuable writer for Nunavut. Wants to visit Arctic Haven when it opens. Loves NU but feels like she’s already done it all, feels like not many options left to write about |
| Robin Esrock Writer, tv host/producer | Canada | FAM already scheduled to Arctic Watch for upcoming book “The Great Canadian Bucket List”. |
| Keith Jenkins Blogger – Velvet Escape | Netherlands | Not serious |
| Jong-Sang Lee Producer – KBS-TV | Canada | No potential – not a good fit |
| Pierre Jean Come Writer/photographer | France | Knew nothing – no potential |
| Natasha Mekhail Editor – Spafax Canada | Canada | Asked some questions but not that serious. |

Appendix K
Tourism Strategy – Executive Summary

Executive Summary

Values

The *Tourism Strategy* is based on Inuit societal values and the wisdom and experience of Nunavut's elders. These values are:

Inuuqatigiitsiarniq: respecting others, building relationships and caring for others

Tunnganarniq: fostering good spirit by being open, welcoming and inclusive

Pijitsirniq: serving and providing for family and community

Aajiiqatigiinni: making decisions through discussion and consensus

Pilimmaksarniq/Pijariuqsarniq: developing skills through practice, effort and action

Piliriqatigiinni/Ikajuqatigiinni: working together for a common cause

Qanuqtuurniq: being innovative and resourceful

Avatittinnik Kamatsiarniq: respecting and caring for the land, animals and environment

Background

Tourism is a critical element of the Nunavut economy.

Tourists are defined as “the travelling public who travel to and stay in places outside their usual place of residence for not more than a year for leisure, business and other purposes”. Serving that group in Nunavut are tourism operators and establishments, including outfitters and hotels and restaurants, along with other tourism related businesses such as airlines, cruise ships, and community-based businesses such as arts and crafts producers and taxis.

In 2011, tourism-related businesses generated more than \$40 million in revenue, and represented 3.2% of overall Nunavut Gross Domestic Product; accommodation and outfitting businesses alone employed 1,258 Nunavummiut.

Yet despite Nunavut's successes and the significant amount of revenue generated for tourism-related business and operators, the tourism industry in Nunavut remains underdeveloped. The *2010 Nunavut Economic Outlook* noted a lack of quality tourism products, insufficient training for tourism operators, inadequate investment, and a lack of organizational capacity and coordination among tourism organizations.

Stakeholders in government, industry and the communities have recognized that only a coordinated, strategic approach to tourism development could address those challenges, and ensure the sustainable, long-term growth of a Nunavut-based tourism industry. To that end, a group with representation from the governments of Nunavut and Canada, Nunavut Tourism, Nunavut Tunngavik Inc. (NTI), and other tourism-related organizations have developed *Tunngasaiji: A Tourism Strategy for Nunavummiut* to address the sector's needs.

Our Objectives

The *Strategy* seeks to achieve consistent, sustainable growth in the tourism industry by supporting the creation of quality tourism products and services, increasing education and training for tourism operators, establishing effective models and support for community business development, and strengthening the legislative and regulatory environment.

These goals are expressed through the following specific strategic objectives:

- A renewed *Travel and Tourism Act*, and implementation of associated regulations and policies;
 - A framework for the collection of statistical data on Nunavut's tourism sector;
 - A structure to promote enhanced coordination and communication among all tourism stakeholders, operators and communities;
 - Implementation of the *Strategy* through coordinated investment from key territorial and federal agencies over the life of the *Strategy*;
 - Development and enhancement of attractions, products and services;
 - Increased Inuit participation and benefits in the development of the tourism sector in Nunavut, as required under the Nunavut Land Claim Agreement and associated Inuit Impact and Benefit Agreements;
 - Tourism skills development, education and training programs offered in Nunavut;
 - Business development and support targeted to take advantage of tourism opportunities;
 - A framework for the active engagement of communities in planning and development local tourism opportunities.

PRINCIPLES

The approach taken by *Tunngasaiji* is based on the principles of:

Community involvement: empowering communities for full participation in the tourism economy

Self-reliance: providing training and skills to individuals and communities to achieve self-reliance

Cultural integrity: celebrating culture and traditions with visitors and building cultural pride and understanding

Determination and realism: embracing challenges, innovating, and striving for dynamic and vibrant tourism products

Cooperation and coordination: partnering and collaboration among industry, governments and Inuit organizations

Sustainability: building for prosperity and longevity while always respecting our people, our culture and our land

Well-being: fostering Inuit social, economic and cultural well-being

Strategic Outcomes

Based on past visitor information and on current trends in Nunavut, Canada and globally, *Tunngasaiji* sets realistic targets for overall growth of the tourism sector. It forecasts total revenues generated by the tourism sector in 2018, the final year of the *Strategy*, of \$49 million; this represents an increase of 23% in tourism revenues over the five-year period of the *Strategy*.

This outcome incorporates specific targets for four key market segments.

- **Business travellers** attending conferences and meetings, educational trips and activities, or participating in volunteer programs;
- **Leisure travellers**, visiting for hard and soft adventure travel in parks, sport hunting and fishing, and cultural and educational experiences;

- **Cruise travellers**, along with the growing number of visitors who arrive by yacht:
- Travellers **visiting friends and/or relations**.

For some of these sectors, accurate baseline data currently is already available; for others, research and data collection in the first two years of the *Strategy* will provide a basis for establishing measurable targets.

Four Strategic Pillars

Tunngasaiji been developed on a foundation of four “pillars”, illustrated below. These provide a comprehensive, linked framework for strengthening the tourism sector and setting the stage for future growth.

- **Legislation and Regulation** renewal will set the governance structure for the industry.
- **Partnerships** are critical to implement the strategy and achieve the vision and goals of *Tunngasaiji*.
- **Attractions, Products and Services** will identify opportunities for development and growth, and provide the framework for increasing the quantity and quality of tourism market segment goods.
- **Education and Training** is essential to developing the capacity of our tourism operators and communities that will advance the growth of the tourism sector.



The pillars are the frame that defines the Strategy's goals, objectives and actions. For each of the four pillars, the strategy sets out **strategic objectives** (statements of what the Strategy hopes to achieve), **strategic outcomes** (the anticipated impact of those achievement), and **specific actions** to achieve the desired objectives.

Pillar: Legislation and Regulation

Authority for governance of the tourism sector in Nunavut rests with the Government of Nunavut, supplemented in some areas by Government of Canada statutes. The strategic objective of this pillar is the writing and enactment of a new, Nunavut-specific *Travel and Tourism Act* and regulations to guide the industry, to establish standards for tourism products and service, and to ensure compliance with the Nunavut Land Claim Agreement, Inuit Impact Benefit Agreements, and other legislation such as the *Wildlife Act*.

The renewal of the *Act* and regulations will establish a clear, consistent and comprehensive legislative and regulatory framework supporting tourism development, and help new and emerging businesses by creating a clear, streamlined, accessible licensing process for tourism operators. The new framework will also promote understanding and compliance with legal and regulatory requirements among tourism operators.

Actions to be undertaken under this Pillar include:

- Enact new **Travel and Tourism Legislation** by the Government of Nunavut by 2014-15, following consultations with stakeholders and the public
- Develop new **regulations and policies** by the Government of Nunavut by 2015-16, following consultations with stakeholders and the public
- Implement an **information campaign** to increase awareness of the legislation among operators by 2015-16
- Undertake staffing and other measures within GN EDT to enable **enforcement of the Act and regulations** by 2015-16
- **Support tourism operators and establishments** to assist them in meeting legislated requirements

Pillar: Partnerships

The establishment of a successful and sustainable tourism industry in Nunavut will require coordinated program design and delivery, funding, education and training, community and tourism operator readiness, and the development of world-class attractions, products and services. No single government, institution or business can achieve this alone. The strategic objective of this pillar is to engage communities in tourism planning and development, and to establish a framework for coordination and communication among all tourism stakeholders.

Several organizations participated in the development of the Strategy, and will play key roles in its implementation. These include GN Department of Economic Development and Transportation, Tourism and Cultural Industries Division; Nunavut Tourism: Nunavut Tunngavik Inc.; GN Department of Environment, Parks and Special Places Division; Parks Canada; Nunavut Community Economic Development Organization; the Canadian Northern Economic Development Agency; Nunavut Arctic College; the Inuit Heritage Trust; and the GN Department of Culture and Heritage. The roles of these stakeholders are defined in the *Strategy* itself, and in the follow-up Action Plan.

Tunngasajji will enable partner organizations and communities to identify what they need in order to achieve their goals and fulfill their roles under the Strategy, and to coordinate planning, products and service development, training and funding.

Actions to be undertaken under this Pillar include:

- **Integrate tourism planning with five-year community economic development planning** at the local level
- **Support Community Tourism Readiness Activities** to increase local understanding of the tourism sector, and to create the conditions for successful tourism development
- Undertake staffing and other measures within GN EDT and Nunavut Tourism to **enhance their capacity for implementation** of the *Strategy*
- **Re-establish the Tourism Task Force** for Nunavut as an advisory group on issues facing the tourism industry, coordinating with other agencies whose mandates impact on tourism development

- **Establish a Tourism Training Group** for Nunavut to coordinate planning and implementation of measures to meet training needs within the tourism sector
- **Organize tourism conferences** every three years to discuss and review key themes addressed in the *Strategy*, to consider industry trends and developments, and to determine how best to build on the foundation created by *Tunngasaiji*

Pillar: Attractions, Products and Services

The success of the tourism sector will ultimately depend on the quality and number of attractions, products and services offered by our tourism industry. **Attractions** are destinations and places that provide opportunities for recreational, cultural, educational or economic experiences; **products** are activities or items that travellers can purchase; and **services** are actions that assist travellers, such as accommodations, restaurants, and transportation services.

These exist in communities across the Territory; however, their availability and quality varies from location to location. *Tunngasaiji* seeks to increase the number of visitors, and the amount of money they spend in the Territory, by ensuring that our attractions, products and services meet or exceed the highest standards, while retaining the qualities that make Nunavut a unique destination.

The *Strategy* also seeks to ensure that these enhancements actually benefit communities directly by increasing the number of Nunavut and Inuit-owned businesses and jobs, while building stronger ties between southern-based wholesalers and Nunavummiut.

The strategic objectives of this pillar are to increase visitation and tourism revenues through opportunity-based, coordinated tourism development initiatives; to increase the number of Nunavut-owned market-ready, high-quality attractions, products and services; and to ensure Inuit participation in the tourism industry at representative levels.

Actions to be undertaken under this Pillar include:

- Coordinate **research and collection of statistical information** on tourism sector attractions, products and services, to be undertaken starting in 2013-14 by the Tourism and Cultural Industries Division (TCI) of GN EDT
- Enhance **tourism surveying and reporting** in Nunavut by seeking to establish consistent and complementary methodologies
- Identify opportunities for **development of key attractions**
- Invest in **Parks, Conservation Areas, Historic Places, Heritage Rivers**, and other attractions
- Support the development and promotion of **special event attractions**, including performing arts, cultural programs, festivals, tournaments, educational events, and volunteer tourism projects
- Promote **conferences and meetings** in gateway and other Nunavut communities
- Prepare and Implement **product and service development** initiatives
- Provide **business support services** to tourism operators
- Prepare and implement a **cruise ship and yacht management plan**
- Establish **occupational standards** for tourism operators and employees

- Clarify and implement responsibilities of key agencies in **branding and marketing** of the Territory and of existing and new attractions, products and services

Pillar: Education and Training in Tourism

One of the major goals of the *Strategy* is to increase the number of Nunavut and Inuit companies and individuals involved in tourism. The *Strategy* establishes linkages between tourism operator and employee needs and available training and education resources to help create and sustain a service-oriented, professional labour force in the tourism industry. The outcome will be courses, training programs and resources that reflect the realities of Nunavut, and prepare Nunavut operators and employees to plan, manage and market their goods and services to the highest possible standards.

The strategic objective of this pillar therefore is to provide a full range of tourism education and training programs to meet the needs of tourism operators, tourism industry employees, and communities in Nunavut.

Actions to be undertaken under this Pillar include:

- Conduct a **tourism skills inventory and needs assessment**. The **skills inventory** will define the skills, knowledge and attitudes required for positions with the Nunavut tourism industry, and determine the extent to which they are reflected in the current labour force; the **needs assessment**, based on the skills inventory, this *Strategy's* objectives, and operator priorities, will identify the gap between current level of skills, knowledge and attitude in the labour force and the industry's actual needs
- Deliver a Nunavut Arctic College Tourism **Diploma Program**
- Provide **modular tourism training courses** for delivery in communities, using both existing courses and additional courses developed and delivered in response to identified needs
- Promote **tourism occupational career training** based on industry-defined standards, promoting development of a skilled labour force, and an improved quality of service
- Provide **training for community economic development officers**, to familiarize them with the principles and approaches underlying tourism development, programs, training and funding

The Next Steps

Tunngasaiji establishes a coordinated approach to implementation through preparation of the *Implementation Action Plan* that accompanies the *Strategy*. For each specific action within the *Strategy*, the Implementation Plan identifies:

- Roles – lead agency and support organizations for implementation of the action;
- Timeframe for implementation;
- Investment needs;
- Potential sources of investment financing;
- Projected outcomes; and
- Specific measures and targets for assessing progress in achieving outcomes.

Some actions will require further research and data collection in order to establish clear targets, and may require the commitment of additional resources not identified in the *Strategy*. These will be addressed through implementation planning coordinated by the Department of Economic Development and Transportation in the initial years of the *Strategy's* implementation.

**An Implementation Plan for
Nunavut Tourism Activities Under
*Tunngasaiji: A Tourism Strategy for
Nunavut 2013-18***



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**Nunavut Tourism
Nunavumi Pulaakataligiyyit
Tourisme Nunavut**

March 31, 2013

Nunavut Tourism
Implementation Plan for Nunavut Tourism Activities Under
Tunngasaiji: A Tourism Strategy for Nunavut
2013-18

Introduction

Tunngasaiji: A Tourism Strategy for Nunavut provides an overall vision and a detailed plan to establish the foundation for long-term tourism development in Nunavut, to achieve consistent, sustainable growth of the tourism industry, and to provide increased benefits for Nunavummiut over the next five years. The Strategy is the result of collaborative planning by key stakeholder organizations involved in the tourism industry – GN Departments of Economic Development and Transportation and Environment-Parks and Special Places Division, Nunavut Tunngavik Inc., Nunavut Tourism, Nunavut Arctic College, Nunavut CEDO, Parks Canada, and Canadian Northern Economic Development Agency (CanNor) – and the strength of the Strategy lies in the commitment of support it has received from all stakeholders. Implementation of *Tunngasaiji* is to commence April 2013.

Implementation Planning

Tunngasaiji: A Tourism Strategy for Nunavut provides a Five-Year Strategic Action Plan that outlines specific activities and actions to be carried out under each of the four Pillars of the Strategy. The Action Plan identifies for each main Action Item the lead and supporting roles in implementation, timeframes, investment needs and potential sources of funding, and projected outcomes from the cooperative efforts of those agencies with roles assigned under the Action Plan. An essential step in commencing implementation of the *Tourism Strategy* will be for each of the organizations with a role under the Five-Year Action Plan to prepare an initial implementation plan for their activities. These plans can then be reviewed collectively at a meeting of the Tourism Task Force for Nunavut early in 2013-14 to ensure that the organizations are aware of each other's planned activities, and to encourage increased collaboration and mutual accountability. Overall implementation planning is to be coordinated by the GN Department of Economic Development and Transportation through their role as Secretariat to the Tourism Task for Nunavut TTFN.

In keeping with these objectives for implementation of the *Tourism Strategy*, the Board of Directors and senior staff of Nunavut Tourism have prepared a detailed five-year Implementation Plan for

Nunavut Tourism's responsibilities under the *Strategy*. This implementation plan includes Action Items in the Strategy under each of the four Pillars for which Nunavut Tourism has a lead or support role; the Implementation Plan then lays out projected tasks and timing by quarter for each year over the five-year period 2013-18. In addition, the Plan identifies levels of funding required for each Action Item, and potential sources for this investment. Finally, the Plan identifies the collaborative outcomes that result from the implementation efforts of the various stakeholder organizations, to which the detailed activities and tasks outlined in the Nunavut Tourism Implementation Plan contribute. The ongoing tracking and monitoring of these identified outcomes over the five-year period will require the identification of baseline data and coordinated tracking of identified indicators as identified in *Tunngasaiji*, which is to be carried out under the Statistics Coordination Role assigned to GN EDT and supported by the Nunavut Bureau of Statistics.

It is important to note that achievement of these collective outcomes will depend, first, on required investment funding being made available – for example, Nunavut Tourism's contributions to collective outcomes in marketing and training (Pillars 3 and 4 respectively) will depend on the availability of funding to support the new positions of Marketing Officer and Training Officer under Nunavut Tourism. Second, the ability of Nunavut Tourism to contribute to the achievement of collective outcomes will also depend on the timely implementation of responsibilities of other organizations – for example, Nunavut Tourism's responsibilities under Pillar 1 in increasing awareness and providing support to members in meeting new legislative and regulatory requirements will depend on government proceeding on schedule with its legislative and regulatory agenda. Some action items in the Nunavut Tourism Implementation Plan could be delayed if the pre-requisite actions by another organization are delayed. In any case, the Implementation Plan will have to be updated on at least an annual basis to take into account changing circumstances over the five-year period.

Through the Implementation Plan, the Board of Nunavut Tourism confirms our support and commitment to the ongoing, collaborative implementation of *Tunngasaiji: A Tourism Strategy for Nunavut*.

For a copy of the full Implementation Plan, please contact us.

Appendix M

Financial Statements - English

**NUNAVUT TOURISM
FINANCIAL STATEMENTS
MARCH 31, 2013**

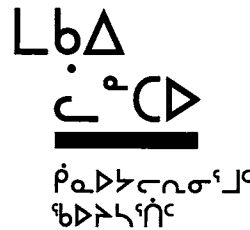
**NUNAVUT TOURISM
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MARCH 31, 2013**

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Nunavut Tourism

We have audited the accompanying financial statements of Nunavut Tourism, which comprise the statement of financial position as at March 31, 2013, and the statements of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluation of the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Nunavut Tourism as at March 31, 2013 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Iqaluit, Nunavut
July 23, 2013



CHARTERED ACCOUNTANTS

**NUNAVUT TOURISM
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2013**

| | Association Operations & Management (Schedule I) | Visitors Centre Merchandise Sales (Schedule I) | Other Government Projects (Schedule II) | Can Nor Projects (Schedule III) | Other Projects (Schedule IV) | 2013 | 2012 |
|-----------------------------------------------------|--------------------------------------------------|------------------------------------------------|-----------------------------------------|---------------------------------|------------------------------|--------------|--------------|
| | | | | | | Total | Total |
| REVENUE | | | | | | | |
| Government of Nunavut | \$ 1,800,000 | \$ - | \$ 383,491 | \$ - | \$ - | \$ 2,183,491 | \$ 2,009,651 |
| Repayment | (182,368) | - | - | - | - | (182,368) | (94,320) |
| Transfer to capital assets | (4,146) | - | - | - | - | (4,146) | (5,471) |
| Deferred (Note 6) | 1,613,486 | - | 383,491 | - | - | 1,996,977 | 1,909,860 |
| | 36,315 | - | - | - | - | 36,315 | 37,161 |
| | 1,649,801 | - | 383,491 | - | - | 2,033,292 | 1,947,021 |
| Federal government funding | - | - | 8,888 | 1,315,456 | 13,043 | 1,337,387 | 1,779,254 |
| Memberships | 15,150 | - | - | - | - | 15,150 | 17,680 |
| Advertising and sponsorship | 4,250 | - | - | - | - | 4,250 | 51,183 |
| Other revenue | 5,219 | 16,843 | 10,498 | - | 35,612 | 68,172 | 106,003 |
| | 1,674,420 | 16,843 | 402,877 | 1,315,456 | 48,655 | 3,458,251 | 3,901,141 |
| EXPENSES | | | | | | | |
| Administration | 104,680 | 2,045 | - | - | - | 106,725 | 130,130 |
| Amortization | 49,836 | - | - | - | - | 49,836 | 53,311 |
| Board governance | 66,635 | - | - | - | - | 66,635 | 63,475 |
| Building and equipment | 124,775 | - | - | - | - | 124,775 | 155,383 |
| Human resources | 1,162,087 | - | - | - | 13,043 | 1,175,130 | 1,266,853 |
| Marketing | 166,407 | - | - | - | - | 166,407 | 190,766 |
| Materials and supplies | - | 12,511 | - | - | - | 12,511 | 10,114 |
| Project costs | - | - | 418,853 | 1,315,456 | 10,663 | 1,744,972 | 2,011,782 |
| | 1,674,420 | 14,556 | 418,853 | 1,315,456 | 23,706 | 3,446,991 | 3,881,814 |
| EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES | \$ - | \$ 2,287 | \$ (15,976) | \$ - | \$ 24,949 | \$ 11,260 | \$ 19,327 |

NUNAVUT TOURISM
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED MARCH 31, 2013

| | General Fund | Invested in Capital Assets | Asset Replacement Fund | Total 2013 | Total 2012 |
|---------------------------------------|-------------------|-------------------------------|---------------------------|-------------------|-------------------|
| BALANCE, OPENING | \$ 379,176 | \$ 43,558 | \$ 43,544 | \$ 466,278 | \$ 446,951 |
| Excess revenue | 11,260 | - | - | 11,260 | 19,327 |
| Purchases of equipment | (4,146) | 4,146 | - | - | - |
| Government assistance | 4,146 | (4,146) | - | - | - |
| Amortization of government assistance | (36,315) | 36,315 | - | - | - |
| Amortization | <u>49,836</u> | <u>(49,836)</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| BALANCE, CLOSING | <u>\$ 403,957</u> | <u>\$ 30,037</u> | <u>\$ 43,544</u> | <u>\$ 477,538</u> | <u>\$ 466,278</u> |

**NUNAVUT TOURISM
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2013**

| | <u>2013</u> | <u>2012</u> |
|----------------------------------------------------|--------------------------|--------------------------|
| <u>ASSETS</u> | | |
| CURRENT | | |
| Cash | \$ 26,367 | \$ 348,796 |
| Accounts receivable (Note 4) | 777,886 | 392,565 |
| Prepaid expenses | <u>22,118</u> | <u>13,753</u> |
| | 826,371 | 755,114 |
| CAPITAL ASSETS (Notes 2 and 5) | <u>82,981</u> | <u>128,671</u> |
| | <u>\$ 909,352</u> | <u>\$ 883,785</u> |
| <u>LIABILITIES</u> | | |
| CURRENT | | |
| Accounts payable and accrued liabilities | \$ 365,810 | \$ 326,796 |
| Deferred revenue | <u>13,060</u> | <u>5,598</u> |
| | 378,870 | 332,394 |
| DEFERRED GOVERNMENT ASSISTANCE (Note 6) | <u>52,944</u> | <u>85,113</u> |
| | <u>431,814</u> | <u>417,507</u> |
| <u>NET ASSETS</u> | | |
| GENERAL FUND | 403,957 | 379,176 |
| INVESTED IN CAPITAL ASSETS | 30,037 | 43,558 |
| ASSET REPLACEMENT FUND | <u>43,544</u> | <u>43,544</u> |
| | <u>477,538</u> | <u>466,278</u> |
| | <u>\$ 909,352</u> | <u>\$ 883,785</u> |

APPROVED BY THE BOARD:

_____ President

_____ Secretary/Treasurer

**NUNAVUT TOURISM
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2013**

| | <u>2013</u> | <u>2012</u> |
|------------------------------------------------------------------|-------------------------|--------------------------|
| OPERATING ACTIVITIES | | |
| Excess revenue | \$ 11,260 | \$ 19,327 |
| Items not requiring (providing) cash: | | |
| Amortization of capital assets | 49,836 | 53,311 |
| Amortization of deferred government assistance | <u>(36,315)</u> | <u>(37,161)</u> |
| | 24,781 | 35,477 |
| Cash provided by (used for) changes in non-cash working capital: | | |
| Accounts receivable | (385,321) | (100,277) |
| Prepaid expenses | (8,365) | 13,025 |
| Accounts payable and accrued liabilities | 39,014 | (110,908) |
| Deferred revenue | <u>7,462</u> | <u>(20,616)</u> |
| | (322,429) | (183,299) |
| FINANCING ACTIVITIES | | |
| Government assistance | 4,146 | 5,471 |
| INVESTING ACTIVITIES | | |
| Purchase of equipment | <u>(4,146)</u> | <u>(5,471)</u> |
| DECREASE IN CASH | (322,429) | (183,299) |
| CASH, OPENING | <u>348,796</u> | <u>532,095</u> |
| CASH, CLOSING | <u><u>\$ 26,367</u></u> | <u><u>\$ 348,796</u></u> |

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013

1. NATURE OF THE ORGANIZATION

Nunavut Tourism is a not-for-profit organization whose mission is to facilitate tourism marketing for Nunavut and to provide support and services to the membership resulting in an increase in tourism visitation to Nunavut. The organization commenced operations on September 15, 1995 and is incorporated under the *Societies Act* of Nunavut.

The Society is a not-for-profit association and is exempt from income tax under Sec. 149(1)(l) of the *Income Tax Act (Canada)*.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies.

(a) Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the valuation of accounts receivable and the estimated useful life of property and equipment. Actual results could differ from those estimates.

(b) Financial Instruments

The organization initially measures its financial assets and financial liabilities at fair value. The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for derivatives and equity securities quoted in an active market, which are measured at fair value.

Financial assets measured at amortized cost include cash, and contributions receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

It is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from these financial instruments unless otherwise noted.

(c) Fund Accounting

The General Fund accounts for the organization's general operating and administrative activities. Invested in Capital Assets contains all the organization's capital asset transactions. The Asset Replacement Fund represents the net appropriation of surplus amounts set aside by the Board of Directors for specific purposes.

**NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Capital Assets

Capital assets are recorded at cost. Amortization is provided annually at rates calculated to write-off the assets over their estimated useful lives as follows:

| | |
|--------------------------------------|-----------------------------------|
| Furniture and equipment | 20% declining balance |
| Computers and audio-visual equipment | 30% declining balance |
| Media displays | 30% declining balance |
| Leasehold improvements | straight-line over the lease term |

(e) Deferred Government Assistance

Deferred government contributions represent restricted contributions for the purchase of capital assets and are amortized at the same rates as the assets to which they relate.

(f) Revenue Recognition

The organization follows the deferral method of revenue recognition for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions in kind are recorded at their estimated fair value at the date of contribution, where the value can be reasonably estimated. Revenue from merchandise sales is recognized at the point of sale.

(g) Expense Allocations

The organization allocates expenses using the following method. Expenses which are wholly attributable to a particular program are charged directly to the appropriate program. Expenses that are attributable to more than one particular program are allocated based on a percentage method at a rate deemed appropriate by management.

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013

3. IMPACT OF THE CHANGE IN THE BASIS OF ACCOUNTING

The organization elected to apply the Accounting Standards for Not-For-Profit Organizations, Part III of the Canadian Institute of Chartered Accountants (CICA) Handbook, in accordance with Canadian generally accepted accounting principles.

These financial statements are the first financial statements for which the organization has applied the Canadian accounting standards for not-for-profit organizations and were prepared in accordance with the provisions set out in First-Time Adoption, Section 1501, of the CICA Handbook.

The transition rules require that the organization prepare an opening statement of financial position at the date of transition as if the accounting policies selected under accounting standards for not-for-profit organizations had been applied in the past with restatement of comparative amounts with some specific exceptions. As a result of adopting accounting standards for not-for-profit organizations no such adjustments were necessary, there was no material impact on the statement of financial position as at April 1, 2011 or comparative amounts presented in these financial statements. As such, an opening statement of financial position has not been presented.

4. ACCOUNTS RECEIVABLE

| | <u>2013</u> | <u>2012</u> |
|-----------------------|-------------------|-------------------|
| Government of Nunavut | \$ 582,917 | \$ 138,849 |
| Government of Canada | 175,531 | 219,997 |
| Trade receivables | <u>19,438</u> | <u>33,719</u> |
| | <u>\$ 777,886</u> | <u>\$ 392,565</u> |

5. CAPITAL ASSETS

| | <u>Cost</u> | <u>Accumulated Amortization</u> | Net <u>Book Value 2013</u> | Net <u>Book Value 2012</u> |
|-----------------------------------------|-------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Furniture and equipment | \$ 247,924 | \$ 213,035 | \$ 34,889 | \$ 38,947 |
| Computers and audio-visual equipment | 161,173 | 155,432 | 5,741 | 8,201 |
| Leasehold improvements | 177,529 | 143,731 | 33,798 | 69,304 |
| Media displays | <u>88,876</u> | <u>80,323</u> | <u>8,553</u> | <u>12,219</u> |
| | <u>\$ 675,502</u> | <u>\$ 592,521</u> | <u>\$ 82,981</u> | <u>\$ 128,671</u> |

**NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013**

6. DEFERRED GOVERNMENT ASSISTANCE

| | <u>2013</u> | <u>2012</u> |
|----------------------------------------------------|------------------|-------------------|
| Deferred government assistance - beginning of year | \$ <u>85,113</u> | \$ <u>116,803</u> |
| Government assistance recognized during year | (36,315) | (37,161) |
| Government assistance deferred during the year | <u>4,146</u> | <u>5,471</u> |
| | <u>(32,169)</u> | <u>(31,690)</u> |
| Deferred government assistance - end of year | <u>\$ 52,944</u> | <u>\$ 85,113</u> |

Government contributions for capital assets are recognized into income at the same rate as the assets to which they relate are amortized.

7. ECONOMIC DEPENDENCE

The organization receives the majority of its funding from the Government of Nunavut. Without the continuing support of the government, it is unlikely that the organization's operations would be able to continue.

8. COMMITMENTS

The organization is committed to annual lease payments for equipment and office and airport display space as follows:

| | |
|------|-------------------|
| 2014 | \$ 82,347 |
| 2015 | <u>82,347</u> |
| | <u>\$ 164,694</u> |

9. COMPARATIVE AMOUNTS

Certain 2012 financial statement amounts have been reclassified to conform to the financial statement presentation adopted in the current year.

SCHEDULE I

**NUNAVUT TOURISM
CORE OPERATIONS**
FOR THE YEAR ENDED MARCH 31, 2013

| | <u>Core Operations and Management</u> | <u>Visitors Centres</u> | <u>Total Operations and Visitors Centres</u> | <u>Visitors Centre Merchandise Sales</u> | <u>Total</u> |
|------------------------------------------|-------------------------------------------|-------------------------|------------------------------------------------------|----------------------------------------------|------------------|
| Revenues | | | | | |
| Government of Nunavut EDT | \$ 1,220,000 | \$ 580,000 | \$ 1,800,000 | \$ - | \$ 1,800,000 |
| Sponsorship | 4,250 | - | 4,250 | - | 4,250 |
| Membership | 15,150 | - | 15,150 | - | 15,150 |
| Other income | 5,219 | - | 5,219 | 16,843 | 22,062 |
| Repayment of funding | - | (182,368) | (182,368) | - | (182,368) |
| Amortization of government assistance | 36,315 | - | 36,315 | - | 36,315 |
| Transfer to capital assets | (4,146) | - | (4,146) | - | (4,146) |
| | <u>1,276,788</u> | <u>397,632</u> | <u>1,674,420</u> | <u>16,843</u> | <u>1,691,263</u> |
| Expenses | | | | | |
| Administration | 96,905 | 7,775 | 104,680 | 2,045 | 106,725 |
| Amortization | 49,836 | - | 49,836 | - | 49,836 |
| Board governance | 66,635 | - | 66,635 | - | 66,635 |
| Building and equipment | 124,291 | 484 | 124,775 | - | 124,775 |
| Human resources | 841,832 | 320,255 | 1,162,087 | - | 1,162,087 |
| Marketing | 151,875 | 14,532 | 166,407 | - | 166,407 |
| Materials and supplies | - | - | - | 12,511 | 12,511 |
| | <u>1,331,374</u> | <u>343,046</u> | <u>1,674,420</u> | <u>14,556</u> | <u>1,688,976</u> |
| | <u>\$ (54,586)</u> | <u>\$ 54,586</u> | <u>\$ -</u> | <u>\$ 2,287</u> | <u>\$ 2,287</u> |

SCHEDULE II

NUNAVUT TOURISM
OTHER GOVERNMENT PROJECTS
FOR THE YEAR ENDED MARCH 31, 2013

| | Sport Fishing | CTV | Arctic Coast Visitor Centre | Rankin Visitor Centre | TINC Kitikmeot Delegates | Total |
|------------------------------|------------------|----------------|-----------------------------------|-----------------------------|--------------------------------|----------------|
| Revenues | | | | | | |
| Government of Nunavut EDT | \$ 50,015 | \$ 233,795 | \$ - | \$ 20,800 | \$ 17,881 | \$ 322,491 |
| Government of Nunavut ENV | - | - | - | - | - | 31,000 |
| Government of Nunavut CLEY | - | - | 30,000 | - | - | 30,000 |
| Federal government - other | - | 4,000 | - | - | - | 8,888 |
| Other revenue | - | 200 | - | - | - | 10,498 |
| | <u>50,015</u> | <u>237,995</u> | <u>30,000</u> | <u>20,800</u> | <u>17,881</u> | <u>402,877</u> |
| Expenses | | | | | | |
| Advertising and promotion | 19,564 | 11,580 | - | - | - | 31,144 |
| Consultants and professional | - | - | - | - | - | 400 |
| Meeting expense | - | - | - | - | - | 1,171 |
| Other | - | 34,809 | - | 6,211 | - | 41,020 |
| Program expenses | 17,270 | 173,782 | 30,181 | 7,178 | - | 258,385 |
| Project management | 9,500 | - | - | - | - | 9,500 |
| Rent | - | - | - | 4,086 | - | 4,086 |
| Training | - | - | - | 3,325 | - | 3,325 |
| Travel and accommodations | 3,681 | 46,023 | - | - | - | 69,822 |
| | <u>50,015</u> | <u>266,194</u> | <u>30,181</u> | <u>20,800</u> | <u>17,881</u> | <u>418,853</u> |
| | \$ - | \$ (28,199) | \$ (181) | \$ - | \$ - | \$ (15,976) |

NUNAVUT TOURISM
CANADIAN NORTHERN ECONOMIC DEVELOPMENT AGENCY (CAN NOR)
FOR THE YEAR ENDED MARCH 31, 2013

| | Marketing Related 4 Year Plan | Canada's North Marketing Campaign | Total |
|----------------------------------|------------------------------------------|--------------------------------------------------|------------------|
| Revenues - CanNor | | | |
| Contributions received | \$ 309,375 | \$ 881,100 | \$ 1,190,475 |
| Contributions receivable | <u>28,009</u> | <u>96,972</u> | <u>124,981</u> |
| Net Contributions | <u>337,384</u> | <u>978,072</u> | <u>1,315,456</u> |
| Expenses | | | |
| Agency co-ordination | - | 123,269 | 123,269 |
| Conference | 44,066 | - | 44,066 |
| Creative services and production | - | 41,687 | 41,687 |
| Marketing and advertising | 232,541 | - | 232,541 |
| Media placement | - | 773,116 | 773,116 |
| Project management | 53,199 | 40,000 | 93,199 |
| Research | <u>7,578</u> | <u>-</u> | <u>7,578</u> |
| | <u>337,384</u> | <u>978,072</u> | <u>1,315,456</u> |
| | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |

**NUNAVUT TOURISM
OTHER PROJECTS
FOR THE YEAR ENDED MARCH 31, 2013**

| | <u>Kakivak Program</u> | <u>HRSDC Summer Students</u> | <u>C.C.M.T.A.</u> | <u>Other projects</u> | <u>Total</u> |
|---------------------------|----------------------------|--------------------------------------|-------------------|---------------------------|------------------|
| Revenues | | | | | |
| Federal government | \$ - | \$ 13,043 | \$ - | \$ - | \$ 13,043 |
| Kakivak Association | 9,982 | - | - | - | 9,982 |
| Other income | - | - | 681 | 24,949 | 25,630 |
| | <u>9,982</u> | <u>13,043</u> | <u>681</u> | <u>24,949</u> | <u>48,655</u> |
| Expenses | | | | | |
| Project costs | - | - | 681 | - | 681 |
| Travel and accommodations | 300 | - | - | - | 300 |
| Training | 9,682 | - | - | - | 9,682 |
| Wages and benefits | - | 13,043 | - | - | 13,043 |
| | <u>9,982</u> | <u>13,043</u> | <u>681</u> | <u>-</u> | <u>23,706</u> |
| | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 24,949</u> | <u>\$ 24,949</u> |

Appendix N

Financial Statements - Inuktitut

መጻፍ ገረግጥሎት
የግልጽ ልዩ ልዩ ስራ
ጊዜ 31, 2013

መጻፍ ጎረቤት ገንዘብ ስራ
ደንብ ለግንባታ
ጥቅም 31, 2013

| | <u>ገጽ</u> |
|-------------------------------------------|-----------|
| የግንባታ ስራ ለግንባታ ስራ ለግንባታ ስራ | 1-2 |
| የግንባታ ስራ ለግንባታ ስራ | |
| የግንባታ ስራ ለግንባታ ስራ | 3 |
| የግንባታ ስራ ለግንባታ ስራ | 4 |
| የግንባታ ስራ ለግንባታ ስራ | 5 |
| የግንባታ ስራ ለግንባታ ስራ | 6 |
| የግንባታ ስራ ለግንባታ ስራ | 7-10 |
| የግንባታ ስራ ለግንባታ ስራ - ለግንባታ ስራ I | 11 |
| የግንባታ ስራ ለግንባታ ስራ - ለግንባታ ስራ II | 12 |
| የግንባታ ስራ ለግንባታ ስራ (CanNor) - ለግንባታ ስራ III | 13 |
| የግንባታ ስራ ለግንባታ ስራ - ለግንባታ ስራ IV | 14 |

ሙያ ማህንድስና
 በበኩላቸው የሚሰጡትን ገቢዎች ለማሳካት
 የሚያገለግሉ ለጥቅም ለክብር 31, 2013

| | <u>2013</u> | <u>2012</u> |
|---------------------------------------|-------------------|-------------------|
| <u>የሚገኝ</u> | | |
| ገቢ | | |
| የሚገኝ | \$ 26,367 | \$ 348,796 |
| የገቢዎች ማህንድስና ስራዎች (ገጽ 4) | 777,886 | 392,565 |
| የገቢዎች ማህንድስና ስራዎች | <u>22,118</u> | <u>13,753</u> |
| | 826,371 | 755,114 |
| | | |
| የገቢዎች ማህንድስና ስራዎች (ገጽ 2 ላይ 5) | <u>82,981</u> | <u>128,671</u> |
| | <u>\$ 909,352</u> | <u>\$ 883,785</u> |
| <u>የገቢዎች ማህንድስና</u> | | |
| ገቢ | | |
| የገቢዎች ማህንድስና ስራዎች ለገቢዎች ማህንድስና | \$ 365,810 | \$ 326,796 |
| የገቢዎች ማህንድስና ስራዎች | <u>13,060</u> | <u>5,598</u> |
| | 378,870 | 332,394 |
| | | |
| የገቢዎች ማህንድስና ስራዎች ለገቢዎች ማህንድስና (ገጽ 6) | <u>52,944</u> | <u>85,113</u> |
| | <u>431,814</u> | <u>417,507</u> |
| <u>የገቢዎች ማህንድስና</u> | | |
| የገቢዎች ማህንድስና ስራዎች ለገቢዎች ማህንድስና | 403,957 | 379,176 |
| የገቢዎች ማህንድስና ስራዎች ለገቢዎች ማህንድስና | 30,037 | 43,558 |
| የገቢዎች ማህንድስና ስራዎች ለገቢዎች ማህንድስና | <u>43,544</u> | <u>43,544</u> |
| | <u>477,538</u> | <u>466,278</u> |
| | | |
| | <u>\$ 909,352</u> | <u>\$ 883,785</u> |
| | | |
| ገቢዎች ማህንድስና ስራዎች: | | |

የገቢዎች ማህንድስና

በበኩላቸው የሚሰጡትን ገቢዎች ለማሳካት

ገቢዎች ማጠቃለያ
 የገቢዎች ለውጥ ለውጥ ለውጥ
 ለገቢዎች ለውጥ ለውጥ ለውጥ 31, 2013

| | <u>2013</u> | <u>2012</u> |
|---------------|------------------|-------------------|
| የገቢዎች ለውጥ ለውጥ | | |
| የገቢዎች ለውጥ ለውጥ | \$ 11,260 | \$ 19,327 |
| የገቢዎች ለውጥ ለውጥ | | |
| የገቢዎች ለውጥ ለውጥ | 49,836 | 53,311 |
| የገቢዎች ለውጥ ለውጥ | <u>(36,315)</u> | <u>(37,161)</u> |
| | 24,781 | 35,477 |
| | | |
| የገቢዎች ለውጥ ለውጥ | | |
| የገቢዎች ለውጥ ለውጥ | (385,321) | (100,277) |
| የገቢዎች ለውጥ ለውጥ | (8,365) | 13,025 |
| የገቢዎች ለውጥ ለውጥ | 39,014 | (110,908) |
| የገቢዎች ለውጥ ለውጥ | <u>7,462</u> | <u>(20,616)</u> |
| | (322,429) | (183,299) |
| | | |
| የገቢዎች ለውጥ ለውጥ | | |
| የገቢዎች ለውጥ ለውጥ | 4,146 | 5,471 |
| | | |
| የገቢዎች ለውጥ ለውጥ | | |
| የገቢዎች ለውጥ ለውጥ | <u>(4,146)</u> | <u>(5,471)</u> |
| | | |
| የገቢዎች ለውጥ ለውጥ | (322,429) | (183,299) |
| | | |
| የገቢዎች ለውጥ ለውጥ | <u>348,796</u> | <u>532,095</u> |
| | | |
| የገቢዎች ለውጥ ለውጥ | <u>\$ 26,367</u> | <u>\$ 348,796</u> |

ጋራ ስራ ለማጠናቀቅ
 ለሰነድ ለማጠናቀቅ ለሰነድ
 ለሰነድ ለማጠናቀቅ ለሰነድ
 ለሰነድ ለማጠናቀቅ ለሰነድ

| | CTV | ጋራ ስራ ለማጠናቀቅ ለሰነድ | ጋራ ስራ ለማጠናቀቅ ለሰነድ | ጋራ ስራ ለማጠናቀቅ ለሰነድ | ጋራ ስራ ለማጠናቀቅ ለሰነድ | TINC የሰነድ ለማጠናቀቅ ለሰነድ | ጋራ ስራ ለማጠናቀቅ ለሰነድ |
|---------------------------|---------------|--------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|
| የጋራ ስራ ለማጠናቀቅ ለሰነድ | | | | | | | |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | \$ 0 | 233,795 | \$ 0 | 20,800 | \$ 0 | 17,881 | \$ 272,476 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 50,015 | 0 | 0 | 0 | 31,000 | 0 | 81,015 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 0 | 30,000 | 0 | 0 | 0 | 30,000 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 4,000 | 0 | 0 | 4,888 | 0 | 8,888 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 200 | 0 | 0 | 10,298 | 0 | 10,498 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 50,015 | 237,995 | 30,000 | 20,800 | 46,186 | 17,881 | 402,877 |
| የጋራ ስራ ለማጠናቀቅ ለሰነድ | | | | | | | |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 19,564 | 11,580 | 0 | 0 | 0 | 0 | 31,144 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 0 | 0 | 0 | 400 | 0 | 400 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 0 | 0 | 0 | 1,171 | 0 | 1,171 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 34,809 | 0 | 6,211 | 0 | 0 | 41,020 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 17,270 | 173,782 | 30,181 | 7,178 | 29,974 | 0 | 258,385 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 9,500 | 0 | 0 | 0 | 0 | 0 | 9,500 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 0 | 0 | 4,086 | 0 | 0 | 4,086 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 0 | 0 | 0 | 3,325 | 0 | 0 | 3,325 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 3,681 | 46,023 | 0 | 0 | 2,237 | 17,881 | 69,822 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | 50,015 | 266,194 | 30,181 | 20,800 | 33,782 | 17,881 | 418,853 |
| ጋራ ስራ ለማጠናቀቅ ለሰነድ | \$ 0 | (\$ 28,199) | \$ (181) | \$ 0 | \$ 12,404 | \$ 0 | (\$ 15,976) |

መጋኛ ስራ ስርዓት ለማስፈጸም
 ከጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ (CAN NOR)
 ለሰኔ 31, 2013

| | ክፍያ ለማስፈጸም ሚያስፈልጉት ገንዘብ | ከጋር ለማስፈጸም ሚያስፈልጉት ገንዘብ | ጠቅላላ |
|----------------------------|----------------------------|----------------------------|------------------|
| የጋር ለማስፈጸም - CanNor | | | |
| ጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | \$ 309,375 | \$ 881,100 | \$ 1,190,475 |
| ጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | <u>28,009</u> | <u>96,972</u> | <u>124,981</u> |
| ጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | <u>337,384</u> | <u>978,072</u> | <u>1,315,456</u> |
| የጋር ለማስፈጸም | | | |
| በጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | 0 | 123,269 | 123,269 |
| በጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | 44,066 | 0 | 44,066 |
| የጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | 0 | 41,687 | 41,687 |
| የጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | 232,541 | 0 | 232,541 |
| የጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | 0 | 773,116 | 773,116 |
| የጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | 53,199 | 40,000 | 93,199 |
| የጋር ለማስፈጸም ለሚያስፈልጉት ገንዘብ | <u>7,578</u> | <u>0</u> | <u>7,578</u> |
| | <u>337,384</u> | <u>978,072</u> | <u>1,315,456</u> |
| | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |

መጋቢት ፳፻፲፱ ዓ.ም
 ግንባታ ለውጭ
 ግንባታ ለውጭ ለ.ሪ.ፎ. 31, 2013

| | ግንባታ ሪፖርት | HRSDC ግንባታ ሪፖርት | C.C.M.T.A. | ግንባታ ሪፖርት | ጠቅላይ |
|--------------|--------------|-----------------------|-------------|------------------|------------------|
| ግንባታ | | | | | |
| ሪፖርት | \$ 0 | \$ 13,043 | \$ 0 | \$ 0 | \$ 13,043 |
| ግንባታ | 9,982 | 0 | 0 | 0 | 9,982 |
| ግንባታ ለውጭ ለውጭ | <u>0</u> | <u>0</u> | <u>681</u> | <u>24,949</u> | <u>25,630</u> |
| | <u>9,982</u> | <u>13,043</u> | <u>681</u> | <u>24,949</u> | <u>48,655</u> |
| ግንባታ | | | | | |
| ሪፖርት ለውጭ | 0 | 0 | 681 | 0 | 681 |
| ግንባታ ለውጭ ለውጭ | 300 | 0 | 0 | 0 | 300 |
| ሪፖርት ለውጭ | 9,682 | 0 | 0 | 0 | 9,682 |
| ግንባታ ለውጭ ለውጭ | <u>0</u> | <u>13,043</u> | <u>0</u> | <u>0</u> | <u>13,043</u> |
| | <u>9,982</u> | <u>13,043</u> | <u>681</u> | <u>0</u> | <u>23,706</u> |
| | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 24,949</u> | <u>\$ 24,949</u> |